

TRANSLOG

September/October 2002

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TRANSLOG ever!

"On the Side"—
LMSR Discharge
Sets Records

Priority Approach to Household Goods: "Families First"



The
Transportation Bimonthly
of the U.S. Army

September/October 2002

Maj. Gen. Kenneth L. Privratsky
Commander
Military Traffic Management Command

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C o n t e n t s

Cover

High Mobility Multi-Purpose Wheeled Vehicles are discharged in a steady stream from the side ramp of the USNS Watkins, a large, Medium-Speed, Roll-on/Roll-off vessel, during Operation Vigilant Hammer. See page 12.



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Transition under way ...



Michelle Davis displays a sign identifying the new MTMC Commanding General, which will be displayed outside the office door of the Command Group at MTMC Headquarters in Alexandria, Va. Brig. Gen. Ann E. Dunwoody takes over the command Oct. 17. Davis is a logistics manager.



Joint ceremony observes Sept. 11 anniversary

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Recommendations m

An interview with MTMC's Commanding General

Q. At the end of August, you briefed the Commander-in-Chief, USTRANSCOM, on the recommended personal property program for the future. What can you share with us about your recommendations?

A. As most know, DoD has sponsored several pilots the past five years. CINCTRANSCOM had the responsibility for reviewing the results of those pilots, and providing recommendations to the Secretary of Defense for an improved program for the future. He provided those broad recommendations in June, and then asked us in MTMC to provide him with a more detailed execution plan with cost implications, so that Services could budget for improvements in years ahead.

Our staff worked hard with Service and industry representatives to develop that plan, which I briefed to the CINC the last week of August. The plan has about 140 action items phased through FY05, with an overall estimated annual cost increase of 13 percent. Included therein are provisions for full-value replacement when damages occur during moves and direct claims settlement with the transportation provider (versus the government), up to a maximum of \$50,000, at which time the government would get involved.

We are trying to use commercial practices wherever possible. Thus, the program adopts the commercial tariff rate base. It awards distribution based on best value versus traditional low cost. We recommend that best value be determined 70 percent by performance and 30 percent by cost.

Service members will become key to determining performance, because they will be providing feedback to a third party, who will compile the results.

We also are encouraging Services to take actions to facilitate more door-to-door moves for families. Most families want a door-to-door move, but few of us get one, because various processes involved in moving are not synchronized. We must fix that. Few commercial moves go into temporary storage. We in DoD spend \$250 million each year on temporary storage! And as you may know, the more often you handle household goods, the more damage is likely. Claims charges aren't included in that \$250 million



Major General Kenneth L. Privratsky
Commander
Military Traffic Management Command

either. The advantages of door-to-door moves are many.

We expect to leverage the Web a lot. We want families to be able to plan and track their moves over the Web where possible. And we will be replacing our present information supporting system with a new one, leveraging a world-class product with a proven performance record.

There is much more I could talk about. I would recommend that others read the lengthy article in this issue of TRANSLOG for more information. I am very excited about the prospects of real change soon. We have a good plan now. Services need to belly up to their bars to produce money in their budgets. Everything hinges on that at this point. I hope Services work their budgets smartly, so our military families can experience the benefits of this new program as projected.

Q. What industry trends or processes do you think will influence MTMC in coming years?

A. We are going to see the continued development of multi-modal partnerships, both in CONUS and worldwide, that will leverage technology end to end—and in the process keep customers more informed.

There are too many hand-offs today, particularly for international shipments. I am not just talking about transportation firms. I am talking suppliers as well. I see a future with greater collaboration, longer partnerships, and shared profits based on success. Today, many transportation providers are only focused on their segment, and because that is true, they often suboptimize the end-to-end pipeline that serves the customer. Customers are getting tired of hand-offs. They are going to demand fewer faces, and they will want to get to know the names of those faces well into the future. And they really won't give a hoot whether the person they are talking to is located in New Jersey, Oregon, or even overseas. Location is invisible to customers in today's new information age. Thus, I see a continued trend toward third- and fourth-party solutions, not just from outside organizations, but often through the establishment of separate business areas within corporations. Those new entities will have great influence on traditional, stove-piped functional areas.

Finally, I would say that many people need to observe what is going on in the airline industry, where small, low-fare airlines are outpacing large airlines in performance and bottom lines. Customers are flocking to them because of low fares and good service. Small airlines have produced a new paradigm. Some big ones still don't understand that, and blame everything but themselves. A lesson from this is that size really doesn't matter—but complacency does.

Now, what does all this mean for MTMC? Some in our ranks had better become logisticians as well as transporters. Logisticians build total solutions. We need to understand supply chains. We need to get educated on supply chain management. We also need to anticipate a future where total solutions are offered to us as a matter of course. We must continue our emphasis on efficiency if we want to be around tomorrow. Also, and perhaps most importantly, we need to orient on our customers, from the time we arrive at work until we go home. And sometimes we need to be worrying about them when we go to bed. Customers are why we exist. I would recommend we start assuming they are right when we get up in the morning and start our days.

Q. What are you most proud of in your tenure at MTMC?

A. I am most proud of the people in this command. Much has been said about what we have achieved in the past several years. Some credit has come my way because of that; I would say too much. Whatever progress we have made is more the result of the rank-and-file in this command, those wonderful Department of Army civilians and soldiers who have smiled as changes were under way, and worked hard every day. I am also so very proud of the heroes in Personnel and Logistics, who have worked tirelessly to take care of employees who could have been impacted by our reorganizations. I just can't say enough about them.

I've never been part of a team that took on so much, so fast, and took care of each other so well. I won't remember much about the changes we produced. I will remember many of the wonderful people in MTMC units around the world who made it happen and asked for more to do. I will miss many employees.

Q. Where do you think MTMC will need to evolve in the future?

A. We need to understand better the influence of technology, and how it has diminished the importance of location in our global business.

The potential effects are far reaching. Technology will enable us to do more, faster and better; it will also enable us to make more decisions from afar. We will always need people at the edge of the spear, managing port operations. But the farther you get from war zones, the less true that is. At domestic locations, for sure, there is nothing we do today that commercial firms could not do. We need to ponder that and understand what it could mean. Our Deployment Support Teams differentiate us from the commercial sector. That's it. And so I challenge units to continually reassess bottom-line requirements. I urge everyone to understand that every person and unit needs to add specific, and in many cases, measurable value. Tough questions will continue to evolve over what we can centralize to better synchronize operations, making us even more effective, and at the same time, more efficient. We are on the correct path now in centralizing our support and operations functions.

The next question that needs to be asked is whether we should merge some of those functions with TRANSCOM's. We are bound by traditional structures and funding streams in the present CINCdom and Service component relationships. It's time to reassess things like that. Why shouldn't we become more of TRANSCOM?

For years we have prided ourselves in being a Major Army Command or MACOM. I would be the first to say that we are a MACOM in name only. The Army needs to redefine MACOMs in my opinion, and when they do, it could have some effect on us.

These are some of the things I see in the future. Let me add that we have a good track record for reflection. We have demonstrated in spades that we can take care of people while changing. Don't fear the future. Keep questioning what you see and become a force for change. m

MTMC initiates big surface redeployment from Afghanistan



Contract trucks complete journey of MTMC surface cargoes in Afghanistan. The cargoes originated in Bremerhaven, Germany, and traveled through numerous countries by rail to reach their destination.

When military equipment rolled off the Motor Vessel Maersk Arizona at Military Ocean Terminal, Sunny Point—it was a pivotal event.

The equipment of the 1/187th Infantry Battalion was the first to be returned via surface transportation from warfighters in Afghanistan.

“It’s a good news story,” said Brig. Gen. Barbara Doornink, Deputy Commanding General and Director of Operations, Military Traffic Management Command. “It’s been a lot of work. This is the first. Our 831st Transportation Terminal Battalion in Kuwait and our 597th Transportation Group made this happen.

“We need to continue to use surface where it makes sense. It frees up aircraft for other missions and saves tax dollars.”

The equipment that arrived July 5 was returned to the 101st Airborne (Air

Assault) soldiers at Fort Campbell, Ky., at one-tenth the military aviation transportation cost.

“The equipment was originally scheduled to redeploy via air channels but the availability of the Maersk Arizona, under charter to the Military Sealift Command, provided an opportunity to save transportation dollars,” said Dave Waers, an operations specialist at the MTMC Operations Center, Fort Eustis, Va.

The total load consisted of 78 vehicles and 18 20-foot containers of unit equipment. It was loaded at Ash Shuaybah, Kuwait. When discharge was complete July 8, the equipment and containers were transshipped to Fort Campbell aboard 19 railroad cars and six commercial trucks.

“Movement via surface is a trend we hope the transportation community will follow in the future in both deployment

and redeployment operations,” said Waers.

Soldiers of the 1/187th were real heroes in the fighting in Afghanistan. The battalion was part of Task Force Rakkasan which fought in Operation Anaconda from March 3-14.

Col. Frank Weircinski, Commander of the task force, related the fight in an interview with www.StrategyPage.com and author Austin Bay.

“We proved to them that they have no safe harbor anywhere,” said Weircinski. “They can’t hide. We came in right on top of them. Of the 1,411 soldiers brought in, we brought out 1,411. That’s my task force. We fought for 11 days at 9,000 feet, had no cold weather injuries, one case of altitude sickness.

“We owned Shahi Khot to this day. We haven’t seen a single pocket of Al Qaeda or Taliban of that size since.” m

Biggest since Bayonne closure:

MTMC transships Kosovo Force in New York harbor

By Lisa Bandur
Administrative Assistant
956th Transportation Co.
Photos by Richard Mlinar

Amid the bustle of Greater New York Harbor, a peacekeeping task force of the 10th Mountain Division (Light) has been routed back to its home station.

MTMC's 956th Transportation Co. discharged the equipment of a Kosovo peacekeeping task force and transshipped the equipment by rail to Fort Drum, N.Y., and 12 other military installations.

The 956th port team and its partners—who proudly call themselves “Team Yankee”—handled the largest military equipment move in the Northeast since the 1999 closure of MTMC's Bayonne Military Ocean Terminal.

Two vessels—the Saudi Diriyah and

the Merlin—loaded at the Black Sea port of Constanza, Romania, were discharged by Team Yankee in late June and the first days of July. In all, some 900 pieces of cargo were transshipped to home stations. The cargo included 450 wheeled and tracked vehicles, 400 containers and 36 helicopters.

“This mission presented us with many challenges,” said Maj. Michael Cashner, Commander, of the Fort Monmouth, N.J., unit.

“First, we needed to find a port facility with enough available space to stage all the equipment, as well as an open area to reassemble and fly the helicopters,” said Cashner. “Second, the port had to be in close proximity to a rail facility, with the capacity to stage and load nearly 400 vehicles. Finally, the security of both facilities was also a huge concern.”

The discharge site selected was Global

Marine Terminal, Jersey City, N.J., with over 35 acres of available hardstand, and a work force that included many Bayonne terminal veterans.

“The open storage area provided ample space for staging vehicles, as well as helicopter reassembly, landing and take-off areas,” said Cashner.

The terminal staff provided considerable assistance with safety, security and force protection, said Capt. David Hartwell, Security Officer, 1176th Transportation Brigade, of Baltimore, Md. Additional help came from a team of the Army Reserve's 4249th Port Security Co., of Pocahontas, Iowa.

The New York/New Jersey Port Authority provided MTMC assistance in locating a rail loading facility. The usually used Newark, N.J., facility lacked enough room for the huge cargo volume, said David Kottka, 956th Operations Officer.



Soldiers from 119th Transportation Co. 11th Transportation Battalion, load vehicles aboard railcars. A Korea War-era manual provided the idea: Air bags are used to raise rail cars in order to remove trucks and road wheels and create a temporary ramp.



Workers with Taylor Transfer Services, Inc., move wheels from flat car as they build a ramp for Army vehicles.

At no charge, CONRAIL made available to MTMC its Portside Rail Yard, in Elizabeth, N.J., which it leases from the authority.

The Portside yard, with two 2,500-foot rail lines, an empty office building, and over 30 acres of staging area was a perfect solution—but only after two challenges were overcome:

- There were no rail ramps for loading wheeled vehicles onto railroad cars, and
- Labor costs to move the vehicles the eight miles between the Global Marine Terminal and the Portside rail yard were substantial.

“Solving these problems took some innovative thinking,” said Cashner.

To provide railroad ramps, transporters added the need to the railroad car contract. An economical solution came from industry.

A solution came from Taylor Transfer Services Inc., of Biglerville, Pa., which was contracted to provide temporary rail ramps on behalf of CSX.

“Taylor Services is an amazing company,” said Cashner. “We couldn’t have done this without them.”

Employees of the firm improved upon an idea they found in a Korean War-era Army technical manual. They built six temporary ramps using 60-foot wooden-deck rail cars. Using heavy-duty inflatable bags, Taylor Services technicians raised one end of a rail car high enough to remove the trucks and road wheels. Next, they deflated the bags. This lowered the car to the ground and produced a temporary ramp. Four-inch oak planks were used to span the gap between the

ground and the low end of the rail car.

“This is really an amazing idea,” said Tom Mingolla, CONRAIL’s Port Newark Trainmaster.

“I’ve never seen anything like this in all my years on the railroad—but it works like a charm.”

Cashner agreed.

“This is an outstanding example of MTMC’s partnership with industry,” said Cashner.

“We’ve had outstanding support from Taylor Transfer Services—they truly bring customer service to a whole new level,” Cashner continued. “They taught our troops so much about rail loading, and they were fully involved in this mission from the beginning.”

In addition, the firm furnished all

blocking and bracing materials, supplied and emplaced all bridge plates and spanners between rail cars, and provided critical technical guidance on rail loading and safety

To reduce driving and loading costs associated with the transshipment, the 956th asked for assistance from the 11th Transportation Battalion, Fort Story, Va.

The 7th Transportation Group transporters agreed to provide 49 Army stevedores from the 119th Transportation Company’s 4th Platoon. The stevedores moved, loaded and secured nearly 400 vehicles between the two transshipment sites.

The stevedore platoon leader, 2nd Lt. John Hospodar, had full responsibility for the transshipment, said Cashner.

“Those troops were amazing,” said Cashner. “They loaded more than 100 rail cars, in 95 F.-plus-degree temperatures in less than 30 hours, and I never heard a single complaint. I’d ask soldiers, ‘Are you tired?’ and I would always receive an energetic ‘No, Sir!’”

To save more expenses, the Fort Story transporters rode a bus to Red Bank, N.J., and stayed in a National Guard



M198 Howitzer is lifted off the Merlin. Because of the break bulk design of the vessel, two-thirds of its cargo had to be lifted off.



Lt. Col. Fred Stribling, Deputy Commander, 1176th Transportation Brigade, discusses vessel discharge with David Brady, Vice President, Global Terminal.

O'Sullivan, the senior Marine Cargo Specialist with the 956th. "They did everything from running port security to planning the discharge and operating the staging area."

O'Sullivan, a former Bayonne terminal employee, echoed many of

Stribling's sentiments.

"It was great to see so many familiar faces—it felt like a homecoming," said O'Sullivan, referring to the 1588th local International Longshoreman Association, of Bayonne. The same union members formerly worked for MTMC at the Bayonne terminal docks.

"Seeing those folks again definitely gave me a sense of comfort," said O'Sullivan. **m**

armory at no charge. Labor costs were limited to temporary travel charges for the soldiers and the rental cost of seven vans.

"You add it all up," said Cashner, "and we easily saved the government over \$300,000."

Additional support came from the Directorate of Logistics, Fort Dix, N.J., which provided medical and maintenance support. Medics voluntarily distributed 70 gallons of water and used 140 pounds of ice daily and ensured soldiers were taking care of themselves.

Mechanics had to jump start, repair or tow more than one-third of the vehicles off the ship.

"There were a lot of moving pieces and players involved with this mission," said Cashner.

"We've got a great team up here in New York and New Jersey. Everyone always pulls together and does his or her share to ensure a successful mission—I had no doubts that this mission would be any different."

The mission was bittersweet for Lt. Col. Fred Stribling, Deputy Commander, of the 1176th. It was Stribling's last mission before retirement.

"It's funny that the Global Terminal is right across the channel from Military Ocean Terminal Bayonne," said Stribling. "I was assigned there as a lieutenant—my career is finishing where it began."

Stribling and his detail of 15 soldiers from the 1176th played a critical part in the mission.

"We couldn't have completed this mission without the 1176th," said Tim

Sept. 11 observance



A bagpiper plays "Amazing Grace" for a joint ceremony by the 598th Transportation Group and the U.S. Coast Guard to observe the one-year anniversary of terrorist attacks that hit the United States of America on Sept. 11. Employees of all units gathered in the canteen of the 598th Transportation Group building in recognition of the observance. In his speech, Lieutenant Colonel David W. Pemberton, Deputy Group Commander, said: "The horrific events of last year have not had the impact the terrorists wanted to achieve ...the tragic events did the opposite—America has grown as a nation and is more than ever determined to stand strong with pride and dignity." See next page for more coverage of MTMC's Sept. 11 observance.

Joint ceremony observes Sept. 11 anniversary

Emotions were heavy and voices muted as employees of MTMC Headquarters Alexandria and the U.S. Army Personnel Command observed the one-year anniversary of the Sept. 11 terrorist attacks against America.

Employees of the two organizations, co-located at the Hoffman Building Complex, on Stovall Street, in Alexandria, Va., flooded an outdoor gathering in recognition of the events. The highlight of the event was the raising of a U.S. flag that had been flown over the Pentagon. The colors were raised

by a combined Color Guard of soldiers representing both commands.

"We pay remembrance to those who suffered during those terrible events," said Maj. Gen. Kenneth L. Privratsky, Commander, MTMC. "That's why we're gathered here today, as one team. We're one of many other teams comprising the finest Army, joined by its great sister services—dedicated to defend the greatest nation on earth."

Exactly one year earlier, black smoke from the Pentagon attack was clearly visible from the windows of the north-facing Hoffman II complex. The victims of the Pentagon attack included some Personnel Command soldiers and civilians.

Remarks were also provided by Brig. Gen. Dorian Anderson, of Personnel Command. He named the Personnel Command soldiers and civilians who were killed in the attack.

"This flag, powerful in symbolism and meaning, flies at half-staff, just like all flags on Army posts and installations around the country and around the world," said Anderson.

"United in the loss a year ago, united in the love for our families today, our nation, our Army and our organizations here in this building complex will remember."

Ceremony participants



U.S. Flag flown over the Pentagon is raised in MTMC-U.S. Army Personnel Command observance of Sept. 11.

expressed a range of emotions.

"Wonderful," said Guadalupe Thompson, a veteran of 37 years of service to MTMC. "I saw all emotions around me today—pride, resolution, fear ..."

A year ago, Thompson was attending a class in the District of Columbia. After hastily evacuating the city via subway, Thompson found herself stranded at the Springfield, Va., Metro station.

"No buses were running," she said.

She hitchhiked to get to her home in Woodbridge, several miles south of the Metro station, along Interstate 95.

The one-year anniversary event was

See "Sept. 11," pg. 59



Above left: Staff Sgt. Michael Jury, of the U.S. Army Band, Fort Myer, Va., plays "Taps" at the ceremony. Left: Maj. Gen. Kenneth L. Privratsky addresses combined ceremony of MTMC and U.S. Army Personnel Command soldiers and civilians.

Planning and skill ensure success in LMSR discharge



Stern ramp of USNS Watkins is lowered to allow vessel discharge.

Under the fierce mid-day sun, Operation Vigilant Hammer began for us when the USNS Watkins passed the breakwall at the port of Ash Shuaiba, Kuwait.

The date was July 15, and we had a tough two days in front of us.

Our mission was to conduct the first-ever discharge of a fully loaded Large, Medium Speed, Roll-on/Roll-off vessel in the Persian Gulf, within 48 hours, under the threat of imminent danger.

We would have to move 1,469 pieces of Army Prepositioned Stocks 3 equipment from the vessel—all the time maintaining full in-transit visibility and documentation. In all, MTMC would be moving a total of 233,000 sq. ft. of cargo, which is nearly a full cargo for an LMSR.

It is a credit to the skill and training of our deployment support team members that we accomplished this within the 48-hour discharge standard—while enduring

searing daytime heat that reached 130 F.

After the ship was securely moored, Capt. Ameer Micko, Commander of the Kuwait Detachment, led initial discharge efforts.

As the sun sank below the horizon, a second work shift, led by Capt. Chad Hayes, came on duty. The hot desert air cooled some, and the rate of discharge increased.

By the next morning, more than 400 pieces of equipment had been discharged.

On the following day, Micko's shift



The side ramp of the USNS Watkins is maneuvered to allow for an increased rate of discharge.

returned. As the heat climbed, Sgt. 1st Class Nick Curcio directed the discharge of heavy equipment transporters.

While conscious of the discharge rate, Curcio alerted to his team members to concentrate on maintaining clear traffic lanes.

While the soldiers from the supporting

By Maj. Robert Russell &
Capt. Ameer Micko
831st Transportation Battalion

181st Transportation Battalion, based in Mannheim, Germany, were slowly maneuvering the bulky transporters through the ship's confined spaces, Curcio had his stevedores move smaller vehicles to create wider traffic lanes.

With clear pathways, the rate of discharge doubled. It was during this shift that the side ramp was used for the first time for vehicle discharge.

That evening, Hayes' team members maintained the high rate of discharge. The following morning—at Hour 39—the last of the 1,469 pieces of cargo came rumbling down the ramp. The last piece report was sent to the Deployable Port Operations Center—and with nine hours to spare, MTMC's role in Operation Vigilant Hammer came to an end.

Reflecting back, deployment support team members had performed single port manager, port operator and deployment support team functions. We found the newly arrived Deployable Port Operations Center #4 to be of great value. With the absence of a cargo documentation team, we trained volunteers from the 229th Engineer Company, West Virginia National Guard, to perform cargo-scanning duties.

In addition to members of the 831st Transportation Battalion, Southwest Asia; deployment support team members came from the 598th Transportation Group, Rotterdam, the Netherlands; the 840th Transportation Battalion, Izmir, Turkey; and the 953rd Transportation Co., Piraeus, Greece. m

Rail gives MTMC its **best** on-time delivery

MTMC achieves its best “on-time delivery” with what form of transportation?

The question was raised by Maj. Gen. Kenneth L. Privratsky, Commander, Military Traffic Management Command.

The MTMC Operations Center room on Aug. 1 was silent.

As John Piparato, Chief of Domestic Surface Distribution, started to phrase an answer, the Commanding General beat him to the mark.

“It is rail,” said Privratsky. “Rail has the best on-time delivery. And I’m not sure we own up to it.”

How good is rail in meeting the military transporter’s key mandate or the Required Delivery Date?

MTMC records show that rail ship-

ments meet Required Delivery dates 82 percent of the time, said Privratsky.

“I know there is a steady improvement in rail delivery,” said Privratsky. “This is time-definite delivery. Metrics show the mode of rail is the best.”

MTMC’s experience with rail delivery is no surprise to Dr. Joe Mattingly Jr., a retired professor with the R.H. Smith School of Business,

University of Maryland, and an editorial consultant with the National Defense Transportation Association’s “Defense Transportation Journal.”

“This confirms my beliefs,” said Mattingly. “I’m glad to see the issue raised.”

“This confirms my beliefs. I’m glad to see the issue raised.”

—Dr. Joe Mattingly Jr.

The efficiency of rail is no surprise to Maj. Martin Piech, an Army Reservist with long experience on rail issues.

“During the current economic downturn and following merger related service shortfalls, the major rail carriers have put a substantial amount of effort into improving the consistency of service time,” said Piech. “One area of emphasis has been to reduce intermediate rail terminal dwell time.

“Industry leaders have also positioned themselves to handle incremental traffic volume increases in both the near and long term.”

Piech was formerly assigned as Assistant Operations Officer to the 1205th Transportation Railway Operating Battalion, of Middletown, Conn.; and Military Ocean Terminal Sunny Point, Southport, N.C. Currently, he serves as an Individual Mobilization Augmentee with J4 at European Command, Stuttgart, Germany.

Jon Meyer, National Account Manager, CSX Transportation, is understandably proud. He reports steady on-time improvement since Conrail’s integration in 1999.

“We run our merchandise network, which includes government traffic, close to 90 percent on time from dock to dock,” said Meyer. “Running on time not only meets customer’s expectations, it actually reduces costs.” **m**

Pfc. Travis Stech, of the 101st Airborne Division (Air Assault), shackles equipment to rail flat car.



MTMC moves first Apache Longbows to Europe



Voyage complete: Apache Longbow helicopter is discharged July 17 in Antwerp, Belgium.

the Apache. Upgrades on the AH-64D include the Longbow millimeter wave fire control radar and the Longbow Hellfire missile.

Aviators with the regiment had been out of Europe for a year. The unit cased its colors at the Stork Barracks in June 2001 in order to travel to Fort Rucker, Ala., and Fort Hood, Texas, to train on the Longbow-upgraded Apache helicopters.

By Jim Heldreth
Marine Cargo Specialist
841st Transportation Battalion
Photos by Martin Weteling

Germany, became the first unit to receive the upgraded helicopters within U.S. Army Europe.

The Longbow is an enhanced version of

Now, two MTMC deployment support teams brought the new aircraft back to Europe. The Apaches were loaded on the Scan Bothnia, in Corpus Christi, Texas, led

by a deployment support team of the 841st Transportation Battalion, Beaumont.

The vessel sailed July 1, and arrived for unloading in Antwerp on July 17.

The Scan Bothnia was discharged by a deployment support team from the 838th Transportation Battalion, Rotterdam, the Netherlands.

Upon arrival, soldiers with the 2-502nd Aviation Intermediate Maintenance Co., Mannheim, Germany, helped prepare the aircraft for flights directly to Illesheim.

The commander of the helicopter unit, Lt. Col. Michael

As the aviators of the 6th Squadron, 6th Cavalry Regiment returned to Europe there was a big reception.

At dockside in Antwerp, Belgium, aviators, contractors and members of the Belgium media watched transporters from the Military Traffic Management Command discharge 22 Apache AH-64D helicopters. As the aircraft rolled off the ramp of the Scan Bothnia, the 6th Squadron, 6th Cavalry Regiment, of Illesheim,

Sgt. 1st Class James Hogan and Rodney White finish the final stow plan for the Scan Bothnia.



Barbee, Commander, 6th Squadron, 6th Cavalry Regiment, was on hand to watch his new equipment arrive."

"It's a nice diverse number of agencies—military and civilian—here in Antwerp," said Barbee. "Due to the cooperative effort, we had a safe successful discharge."

The 6th Squadron, 6th Cavalry Regiment, a unit of the 11th Aviation Regiment, is a high-priority aviation unit for U.S. Army Europe. The regiment's aviators were the first members of the NATO alliance to enter Kosovo in the implementation of peace accords as part of Operation Joint Guardian. Earlier, the unit had been deployed to Tirana, Albania. In both 1996 and 1998, the unit was deployed on a peacekeeping



Seamless delivery: Apache takes off from Antwerp port bound for Illesheim, Germany.



Aviators, contractors and Belgium reporters crowd and Antwerp dock to view arrival of Apache Longbow helicopters.



mission to Bosnia in support of 1st Armored Division soldiers.

This move had an unexpected benefit for the 842nd team that loaded the vessel. Normally, the battalion uses Cargo Dock 8 on the South Terminal, with its large open staging area, when using the Strategic Seaport of

Corpus Christi.

Because the Scan Bothnia has a straight, non-slewing stern ramp, the uploading was moved to Cargo Dock 9, a roll-on/roll-off ramp berth on the North Terminal.

The facility worked fine and allowed the team to validate the dock's utility in the Port Planning Order.

The deployment support team from the 842nd included: Jim Heldreth, Rodney White and Ricardo Roach. The trio was backed up by six Army Reservists from the 1192nd Transportation Terminal Brigade, New Orleans. The Reservists included: Master Sgt. Swane Blackmore, Sgt. 1st Class James Hogan, Staff Sgt. Ronda George, Staff Sgt. Vernell Wilson, Staff Sgt. Emile Druhet and Spc. Lounika Littleton.

The mission's 180 pieces of cargo began arriving June 24 at Corpus Christi. For the next six days, team members prepared the helicopters for shipment and covered them with protective shrink-wrap. Marine Terminals Corp served as the stevedore contractor, and DynCorp oversaw helicopter operations.

Vessel loading was conducted in one day—starting at 7 a.m. and ending at 5:40 p.m. m

A helicopter is loaded on the Scan Bothnia in Corpus Christi, Texas, for ocean voyage to Europe.



MTMC's Tom Hicks briefs joint MTMC-industry committee meeting at Logistics Management Institute, McLean, Va. Photo by Terry Head.

MTMC moves forward to revamp defense moves

The Military Traffic Management Command is moving ahead to change substantially the way the nation's service members move.

MTMC has presented to the U.S. Transportation Command a comprehensive plan that will significantly revamp defense moves, beginning October 2004. The plan was briefed Sept. 16 to a General Officers' Steering Committee, and Sept. 18 to the semi-annual personal property Military/Industry Symposium.

Currently, the Department of Defense spends over \$1.7 billion annually on personal property moves managed by MTMC. With the inclusion of commercial-based services and quality of life additions, the new program is estimated

to increase direct cost by 13 percent; however, planned efficiencies in the new program will reduce both storage and claims costs.

"At last," said Col. Silvia Anderson, Deputy Chief of Staff for Passenger and Personal Property, "we're moving forward. Our 'Families First' plan incorporates years of pilot test efforts and moving experience.

"We greatly appreciate the support of the industry associations and the military services in developing this plan. We have developed the basis of a program that ensures members and their family can look forward to a quality

move by a quality transportation provider. The most significant change for the members is their empowerment to determine who is a quality carrier. The traffic distribution method is based 70 percent on cus-



Personal property manager Dinah Locklear exchanges view with Cmdr. Sam Kojm, of the U.S. Navy, at initial MTMC planning meeting June 19.

tomer satisfaction and 30 percent on cost, which squarely places the focus on the needs of service members first."

To help ensure the success of the new program, service members will evaluate the transportation services they receive by completing a customer survey to assist in rating transportation providers. Surveys will be completed via the Web or by phone and only take up a few minutes of time.

The Department of Defense generates an average of 612,000 personal property moves a year. The existing program, now 30 years old, has generated many customer quality control complaints, and is fraught with inefficiency.

The new program, said Anderson, offers positive features for all sectors of the program.

Through better member-mover communications, the program will foster a reduction in temporary storage by increasing the number of door-to-door deliveries, said Anderson.

"A program feature called Spread Dates provides windows for both pick-up and delivery—versus a guaranteed, or rigid, delivery date," said Anderson. "This will enable both members and transportation providers more flexibility to ensure the direct delivery when housing has not been arranged in advance."

There is an added benefit to reducing moves that require temporary storage, said Dinah Locklear, Chief, Personal Property Re-engineering Division.

"The greatest benefit of this is a reduction in damage caused by multiple handling of the personal property shipment," said Locklear.

In fact, correcting the frustrations surrounding loss and damage claims in the current program was the loudest refrain heard from members in earlier surveys. The new program envisions a streamlined claim process (much of it Web-enabled), direct settlement with the transportation provider and full value replacement up to a maximum of \$50,000.

Another program feature, the Web counseling module, will expand information about the moving process to

military customers.

The business focus of the plan is on the commercial firms who move the personal property, said Locklear. Transportation providers must demonstrate they are financially viable, have experience and maintain required performance bonds and cargo/liability insurance.

In return for high standards, commercial firms will be paid at a more competitive level. The MTMC program calls for adopting discounts off the commercial



*Scene from a household goods move in 2001.
Photo by Don Dees.*

tariff, which provides the rate base used by the moving industry.

The new program was developed in a rapid series of MTMC-moving industry meetings, beginning June 19. One session was hosted by the Logistics Management Institute, McLean, Va.

Representatives from a trio of trade associations participated in the meetings,

including the American Moving & Storage Association, Household Good Freight Forwarders of America, Inc., and Military Mobility Coalition.

The seven-week, fast-track effort was centered on the work of five smaller business-process working groups, which focused on rates, payments, claims, quality control and information systems.

The working groups reengineered processes, based on the guidance from a recent U.S. Transportation Command report that reviewed MTMC's personal property program and a quartet of pilot programs designed to improve it.

The USTRANSCOM report cited the need for improvements in the acquisition process, information systems technology, and the process of liability and claims.

"The whole idea was to leverage the lessons learned from the pilots and best practices," said Anderson.

Key plan features for Military Service Members:

Movers are required to have toll-free numbers to assist direct communication between the service member and the transportation provider.

Members will now provide in-transit contact information to the mover. More communication is expected to increase the number of direct deliveries and door-to-door moves. This will provide a more seamless move for the service member, and at the same time, be more economical.

Door-to-door delivery will help reduce temporary storage costs, and will minimize handling, which reduces opportunities for lost or damaged property.

The new program will require movers to provide a higher liability for full replacement value of lost or damaged goods. Currently, service members only receive a discounted value for loss.

In place of the current bureaucratic system, the revised program will be simplified and claims settled between the mover and customer.

See "Moving forward," pg. 58

Cooperative spirit spurs new moving program

Improvements in the working relationship between the Military Traffic Management Command and the moving industry will allow for major upgrades in the way military service members relocate.

That was the message of William Lucas, MTMC Deputy to the Commander, to board members of the American Moving & Storage Association in Crystal City, Va.

The improved relationship has set the stage for a revamped personal property moving process in the future, he told board members at the Sept. 19 meeting. The new program, endorsed by U.S. Transportation Command, is now under review by the Department of Defense.

"Our program's motto is 'Department of Defense Families First,'" said Lucas. "Serving families of this nation's armed forces is the reason you and I are here. It is the requirements of our families that are first and foremost in this whole process."

Four hallmarks of the new program will include:

- Employing cutting-edge technology and adopting best business practices,
- Providing a customer focused, user friendly program,
- Building a streamlined program, and
- Building on commercial, or government, off-the-shelf software products.

Lucas said broad features of the new program will include: a Web-based integrated personal property information management system, electronic-commerce billing and PowerTrack automated payments, direct claims settlement, and customer satisfaction surveys.

The program stresses direct communication between the transportation provider and the service member customer. Increased communication will increase

the number of door-to-door moves providing savings from reduced storage and damage costs.

"These features are intended to achieve a win-win solution for service members, industry and government managers," said Lucas.

"While often there is little good in the 'something for everyone' approach to challenges, I believe that we have the basis for real change and benefits for all parties."

The new program will include information systems technology improvements, he said.

"We will create the Defense Personal Property System as an integrated information management system," said Lucas. "The system will be Web-based and will ultimately create a direct inter-

face between the military personnel system, the personal property system and the payment systems.

"The new system will be used by customers, service providers and managers alike."

The Web will be used for customer counseling, management, in-transit visibility and claims submission.

The core of MTMC's new personal property program will be quality controls on carriers and the use of best-value traffic awards

"Transportation provider qualification will ensure that the companies servicing Department of Defense's shipments are strong financially, bonded, insured, licensed as appropriate, and have the necessary experience to satisfy Department of Defense requirements,"



Bill Lucas (right) talks with Dan Robertson, of Global Van Lines, Inc., Fort Wayne, Ind., just prior to addressing a meeting of the Board of Directors of the American Moving and Storage Association in Crystal City, Va.

said Lucas.

"We intend for participation to be open to all companies meeting established qualification criteria.

"Our focus will be on performance first and costs second."

Transportation providers who do not meet the standards will not be used, he said.

"Traffic distribution will be based on the ranking of transportation providers based on their quality score," said Lucas. "The best value quality score is the product of a 70-percent weighted performance value and a 30-percent weighted price value."

In contrast, the current MTMC program rotates the use of transportation providers and generally lacks quality performance standards.

"The 70-percent weighting says performance in the new program places 'Families First' and is the key element of our best value awards," said Lucas.

In international moves, MTMC plans to streamline the current process. Plans are to continue using the Single Factor Rate structure for rate solicitation. Like domestic moves, peak and non-peak rates will be accepted, with rates being submitted annually.

The new program will offer full replacement coverage for lost or damaged goods, he said. Claims settlement will take place directly between the service member and the transportation provider.

"Ultimately, we want to handle claims as the exception rather than the rule," said Lucas.

"We will achieve this through full replacement value protection and direct claims settlement. Surveys with service members indicate this is a 'hot button' item.

"We are building a new product in the marketplace," said Lucas. "There will be some risk, but not to the degree that was anticipated in the pilot programs.

"Each one of you knows your own business model—where you can compete successfully and where you cannot ... where you can guarantee quality and

where you cannot ... where the industry can provide capacity and where it cannot.

"In short—we need you to help make this work."

Lucas highlighted a number of recent improvements made possible by

transportation providers and their customers;

- Automation of rate submissions, which has reduced workloads for both MTMC and industry;

- Revision of the transit Time Guide to more accurately reflect current business processes;

- Strengthened carrier qualification standards, ensuring high-grade transportation providers are used to move MTMC's personal property shipments; and

- MTMC staff visits, which began in November 2001, which assist personal property shipping offices in executing their traffic management programs.

"Our relationship is much better today than it was ... because we have become more professional in listening and responding to each other," said Lucas.

"I challenge you to continue this partnership in the years ahead, and to set aside, when necessary, individual interests of a limited nature for the greater good of the families of our armed forces." m



Col. Silvia Anderson talks with Scott Michael, of the American Moving and Storage Association, at a meeting of the organization's Board of Directors.

"While often there is little good in the 'something for everyone' approach to challenges, I believe that we have the basis for real change and benefits for all parties."

**—William Lucas,
MTMC Deputy to the Commander**

MTMC-industry cooperation. These features will be made a part of the new moving program. They include:

- Toll-free customer service numbers for two-way communication between trans-

Industry partner critiques MTMC's moving program

Charles McDaniel is a straight shooter.

And McDaniel, President of The Hilldrup Companies, of Stafford, Va., brought that kind of frank talk to an Industry Day Briefing at MTMC Headquarters Alexandria, on Aug. 27.

In a conference room packed with Passenger and Personal Property employees, McDaniel provided his candid, personal opinions on MTMC's moving program—without reservation.

For all, it was a learning experience. For many, it was an uncomfortable experience.

"I am absolutely committed to the view that military members deserve the best possible move," said McDaniel, whose company that has been in his family since 1940.

MTMC only needs to look at its own policies and rules, said McDaniel, to

understand why acknowledged problems exist in the program.

In general, said McDaniel, MTMC does

not use properly the industry leverage it receives for the more than half-million moves it conducts every year. For years in the past, MTMC paid noncompetitive rates that were too low. Now, in some areas, the military pays overly generous rates for the service it gets.

"You are one of the biggest customers in the world—and ought to be treated as such," said McDaniel.

MTMC's methodology of rotating companies for business has had unintended consequences, said McDaniel.

To maintain market share, moving firms create "paper companies." These companies have no assets and only a nominal business organization and structure. They are designed strictly to garner business within the orderly rotation of the awards of personal property business.

The MTMC rules provide opportunities for the moving industry to adapt the regulations to its singular



Charles McDaniel (left) shares industry perspective with Cullen Hutchinson, of MTMC's Passenger & Personal Property.



Audience included Gail Collier, Alex Moreno, Col. Silvia Anderson and Lee Strong.

advantage, he said.

McDaniel cited additional advantages to having multiple companies:

- If a bad move occurs, and a local transportation officer issues a suspension, a firm with paper companies has others to fall back on to maintain business.

- In times of high volume, a moving company has the option of using its paper company with the highest rates.

“You set it up—you’ve got to take it apart,” said McDaniel, of MTMC’s personal property program, especially paper company rules.

Broadly speaking, McDaniel suggested three ways for MTMC to reduce the costs of Department of Defense moving costs:

- Reduce the total number of moves.
- Cut organizational overhead.
- Make cultural changes.

In the third category, McDaniel said the military’s traditional inclination to take leave in permanent-change-of-station moves means the majority of Department of Defense shipments require temporary storage, which requires double handling and added costs.

With normal inflation, the costs associated with individual moves will not allow for moving charges to be reduced, he said.

As an organizational theme, McDaniel told MTMC personal property employees they should “adopt the best practices of commercial customers.” Large national firms are prized customers of moving companies. Industrywide, 40 percent of personal property moves are national accounts; military business is 14 percent.

How do national accounts measure the work of movers?

“If you don’t perform, they kick you out,” said McDaniel. “Your reward is that if you give good service, you get the work. It’s competition. Good movers have moved away from the military to national accounts.”

Within Hilldrup, McDaniel said,

his firm now does 5 percent military work—formerly, it did 80 percent.

Standards are now set by national accounts, and the moving industry itself, in such innovations as: full-value coverage, customer surveys, satellite tracking, employee training, improved equipment and performance-based contracts.

Supply and demand are key factors in the busy spring and summer moving season, he said.

“I’ll tell you for sure,” said McDaniel. “Dispatchers and movers look at revenue on jobs. They allocate trucks on revenue and customer loyalty.”

McDaniel said he was “in general agreement with the new direction of MTMC” as the command develops a new moving initiative.

Key elements, he said, should include the following:

- Use of the commercial tariff;

- One-year rate filings;
- Local transportation office control;
- Best-value approach;
- Full replacement coverage;
- Claim settlement by movers; and
- Military use of a customer survey.

“There’s only one question you need on a customer survey: ‘Are you happy with your move?’”

Movers who do not perform should be out of the program, he said.

“You need more judgment and fewer rules,” said McDaniel.

McDaniel’s presentation drew considerable interest from MTMC employees.

“You hit a lot of our goals and ideas,” Col. Silvia Anderson, MTMC’s Deputy Chief of Staff for Passenger and Personal Property, told McDaniel. **m**

Mover says post highlights MTMC moving problems

If there is a symptom of what is wrong with MTMC’s moving program, it is the “paper companies,” according to Charles McDaniel, President, The Hilldrup Companies.

And, said McDaniel, to see the impact of those paper companies, one needs to look no farther than Fort Lee, Va., near Petersburg, Va.

Fort Lee has 178 carriers and 49 agents on file for moves with the installation’s transportation office, said the president of the Stafford, Va., moving company.

“Now, I know that area pretty well and Hilldrup has an operation there,” said McDaniel. “I counted the actual number of Richmond mover/agents in the area and came up with 17.”

“To have 178 carriers and 49 agents that mostly exist on paper creates an administrative “nightmare” of rate filings within MTMC’s current moving program,” he said. That’s a little old post—there’s hardly any body there. It does not deserve that many filings.”

Moving firms create paper companies, he said, “to gain one more turn at the wheel” in the personal property awards. In providing business, there should be more judgement at the transportation office level.

Fort Lee, home of the Combined Arms Support Command, has 3,016 active-duty service members, according to a military directory.

Ultimately, said McDaniel, MTMC should address the fact that 80 percent of the moving industry capacity is to be found within 20 large carrier organizations.

“Around the (military) bases,” he said, “there are also some very good small carriers.”

What advice does McDaniel have?

Two points, he said.

“Do business with moving companies that have trucks,” said McDaniel. “Paper companies don’t have trucks with their own painted logos on them—it’s too expensive.”

The second point?

“There’s no room for domestic forwarders and paper companies in a quality, cost-effective military program,” said McDaniel.

What is realistic?

“You all have a difficult job,” said McDaniel, 63, who has worked in the family moving business since he was 12. “I don’t envy you. You’ve got to work with industry.”

“You should use more determination in what is in your best interests.” **m**

MTMC reception draws industry supporters



Maj. Gen. Kenneth L. Privratsky thanks industry executives for their support of the Military Traffic Management Command.

force's fully-configured CH-47 Chinook helicopters.

Sealift hired another ship, the Saudi Arabian vessel Saudi Diriyah, to carry the huge helicopters.

Meyer-Knutsen's enthusiasm was typical of MTMC's industry guests attending the third annual Industry Reception, on Sept. 23, at an Alexandria, Va., hotel.

Consider guest Maureen Beal, Chief Executive Officer, of National Van Lines, Inc., of Chicago, Ill.

In Washington, D.C., a week earlier for a board of directors meeting of the

One of the first things Ragnar Meyer-Knutsen did at MTMC's third annual Industry Reception was leaf through a "Translog" magazine.

Midway through the July-August issue, Meyer-Knutsen found a surprise.

Several pages of the magazine were taken up with a story about a huge 840th Transportation Battalion deployment support team move of Kosovo peace-keeping equipment from Constanza, Romania—a new MTMC gateway into the Balkans.

"I'm very pleased to see it," said Meyer-Knutsen, one of four partners of Sealift Inc., an Oyster Bay, N.Y., shipping firm.

"I plan to give copies to all our people involved in the operation."

The Black Sea movement of a 10th Mountain Division task force in June was a challenge, said Meyer-Knutsen. None of Sealift's available ships had the cargo deck clearance to carry the task

Retired Lt. Gen. Ed Honor, a former MTMC commander, talks with Col. John Brown, of the Army's Deputy Chief of Staff of Logistics, the Pentagon. Brown is a former commander of the 598th Transportation Group, Rotterdam, the Netherlands.



American Moving & Storage Association, Beal returned a few days later in order to attend the reception and hear from Maj. Gen. Kenneth L. Privratsky, Commander.

"We came here because it was his last reception," said Beal, who brought along associates Eileen Sherman and Patrick Johnson.

Sherman and Johnson knew Privratsky from a visit he made at the firm's Chicago office two years ago.

"He came in for a visit and insisted on shaking everyone's hands in the office," said Sherman.

"Something like that makes quite an impression."

For Privratsky, it was the final opportunity to speak face to face with industry supporters, who are a key component of MTMC's success.

"I want to thank you personally for the great support in the three and a half years I have been the MTMC commander," said Privratsky.

"I will tell you that it will not miss a beat with my successor, Brigadier General Ann Dunwoody."

The chief executive officers and Washington-based government-military marketing directors were impressed.

Ragnar Meyer-Knutsen, one of four partners of Sealift Inc., shows Col. John Hoffman, Judge Advocate General of MTMC, a "Translog" story about his firm's movement of a Kosovo peacekeeping task force.

"His talk was excellent," said Wesley King, Chief Executive Officer, PESystems, Inc., of Fairfax, Va. "It was the talk a general gives when he's saying goodbye."

King, a 26-year Navy veteran who retired as a commander, pondered the future of the Defense Transportation System.

"The world changes," said King, who operates a firm that provides information management systems and staffing to customers.

"The military changes. We have to change with it."

Rao Anumolu's firm is part of that change.

ASR Management & Technical Services, of Hauppauge, N.Y.,



has been handling surveillance and inspection of some MTMC commercial cargo carriers since March.

"Things are going well," said Anumolu, Chief Executive Officer. "Our work has been recognized. They want more to be done."

Approximately 100 industry representatives attended this year's event, said Mike Bellafaire, MTMC's command historian, who coordinated the event.

"Most impressive," said Bellafaire.

"MTMC has a very supportive group of industry supporters." m

Maureen Beal, of National Van Lines, returned to Washington, D.C., within days of a previous trip in order to attend MTMC's Industry Reception and hear from Maj. Gen. Kenneth L. Privratsky.

Information Management directorate reorganizes

With the adoption of commercial technology strategies, the organization and process of MTMC's information management staff is undergoing change.

The command's information management staff at Alexandria, Va., and Fort Eustis, Va., will be reduced and combined—but produce more efficient and diverse support.

"We're bringing in new integrated solutions and a new focus to how we do business," said John Smith, Deputy Chief of Staff for Information Management. "Information management does not drive the operations—the operations drive information management."

"Operators identify the requirement, and we implement the technology to fill the requirement," said Smith. "We're changing the way we do business."

Key elements in the change will be:

- Adopting commercial hardware configurations.
- Integrating existing commercial software products into the Defense Transportation System lifecycle management.
- Making the information management process support business practices—not



John Smith, Deputy Chief of Staff for Information Management, says commercial strategies are changing the way his organization is staffed and works.

five heavy boxes to three smaller ones you can put on an airplane without extra charges. So, now we're more mobile on a worldwide basis."

In another initiative, enhancements have been made to MTMC's Mobile Port Operations Centers and Deployable Port Operations Centers. The modifications include a new equipment configuration design and the initial fielding of satellite communications technology.

"We also thought about the operators," said Smith.

"We included a couple of quality-of-life components, like a solar shade and an improved air conditioning unit. This will make the use of the centers more bearable in some of the austere environments where they'll be operating."

In a third initiative, the Network Response Center Optimization program will replace MTMC's current hardware suite with state-of-the-art automated technology, said Smith. Among the changes in this initiative is the replacement of a group of 55 servers in MTMC with two replacement servers. This reduction provides economy in staffing and in more automated daily routine functions.

There will be more commercial software in use at MTMC in the future, said Smith.

the other way around.

- Placing heavy emphasis on information technology as a key enabler for MTMC operations—on a worldwide basis.

One visible example of the new ways of doing business was the change made to the Worldwide Port System's carry-away system.

"Our people were carrying around huge, heavy boxes that required special accommodations for deployment," said Smith. "We looked at lightweight commercial alternatives. We went from

Ivan Hughes, a contractor for the Information Management Directorate, staffs the MTMC Help Desk.



See "Reorganization," pg. 47

Soldier says off-duty study led to panel selection

By Martin Weteling
Assistant Command Affairs Officer
598th Transportation Group

For the two months before his Military Traffic Management Command evaluation panel, all Sgt. Gregory Koskey did on his free time and weekends was study.

That dedication paid off July 30, when Koskey, of the 838th Transportation Battalion, Rotterdam, the Netherlands, was selected as the MTMC Noncommissioned

Officer for 2002.

"The competition was very tough and winning was not easy," said Koskey, who has several job titles in the battalion including Training NCO and Customs Clearance NCO.

"I was just glad to see all my hard work and study pay off. It took lots of time but it was worth it—not only for me, but for my family as well."

Koskey now becomes the MTMC representative in the next level of competition at the National Capital Region. A

win there would propel Koskey into the final round of Army NCO of the Year competition.

"I am very proud to serve my nation and think joining the Army was one of the best decisions I ever made," said Koskey.

Koskey said he felt drawn to an Army enlistment. His first duty assignment was as an assistant squad leader in the 7th Transportation Group's 11th

See "NCO of the Year," pg. 58



Sgt. Gregory Koskey, MTMC's NCO of the Year, assists intern Tanya Christopher, of the 838th Transportation Battalion.

Pusan battalion selected as MTMC's top unit

A transportation terminal unit that handles a host of missions on the Pacific Rim has been selected as the Military Traffic Management Command's Military Unit of the Year.

The 837th Transportation Battalion, Pusan, South Korea, has been selected as the top winner, based on its performance in 2001. The unit was selected from among 12 MTMC terminal unit battalions.

The award drew immediate praise from Lt. Col. James Brundage, who had assumed command June 28 from Lt. Col. Floyd Driver (see article, next page).

"This award is a reflection of the high quality of our Korean and American combined work force, executing a real-world theater support mission," said Brundage. This challenges all to perform to the best of their abilities."

The unit's strong commercial partnership was cited by Dr. Hui-Chol Son, the battalion's supervisory traffic management specialist. Son was recently named the Army winner of MTMC's 2001 Excellence in Traffic Management Awards.

"We did our utmost to meet all customer needs, yet balance the effort with fiscal restraint and training of our newer unit members," said Son.

The 837th last won the Unit of the Year Award in 1997. The 839th Transportation Battalion, Livorno, Italy, has won the award for the past three consecutive years.

During 2001, members of the 837th were involved in 25 major terminal operations. The operations included two records: The unit's first experience with a Large, Medium-Speed, Roll-on/Roll-Off vessel, and the successful completion of the largest ammunition move in Korea in the last half-century.



Sgt. Do-Hyung Kim assists fellow unit member during 837th Transportation battalion chemical-biological defense training.

MTMC conducted the loading of the Mendonca in both Pohang and Pusan in June 2001. Marine cargo specialists from the 837th prepared stow plans and toured the vessel.

"The intent was to gain insight on the intricacies involved with working a Large, Medium-Speed, Roll-on/Roll-Off vessel," said Sgt. 1st Class Ron Choe, Operations NCO.

The Mendonca played a key role in the Joint Chiefs of Staff-directed exercise, added Choe. The vessel provided fuel to the exercise via its Offshore Petroleum Distribution System.

In a second record, an 837th deployment support team, working at the Chinhae Ammunition Pier in June, managed the largest ammunition operation on the peninsula since the end of the Korean War. The team documented the movement of 1,200 containers in support of the annual TURBO Containerized Ammunition Distribution System exercise.

"The 837th Transportation Battalion served as the Single Port Manager, and provided technical expertise and documentation in the operation," said Choe.

In all, the unit managed three ammunition vessel operations in 2001, which included a total of 2,100 containers.

Yet another key operation involved the discharge of 24 AH-64 D model Apache Longbow helicopters, which belong to the 1st Battalion/2nd Aviation Regiment, 2nd Infantry Division.

The upgraded helicopters significantly increase the ability of U.S. Forces Korea to provide a contingency defense in Korea.

Other unit initiatives in 2001 included: Nuclear/Biological/Chemical exercises, family force protection initiatives, quarterly leadership breakfasts and professional development sessions.

"The 'Kargo Kings' do an outstanding job," said Col. Peter Gitto, Commander 599th Transportation Group, Wheeler Army Air Field, Hawaii.

"The Kargo Kings' great record of mission performance has directly enhanced the readiness of all U.S. forces on the Korean peninsula." m

Commanders rotate in MTMC Pacific battalions

The command assignments of the Military Traffic Management Command are normally three-year tours. So each summer, about one-third of MTMC's 24 port terminal units change hands.

It was unusual this summer to have the commanders at all three battalions of the 599th Transportation Group change hands within a 20-day period.

By Terri Kojima
Command Affairs Officer
599th Transportation Group

Army Air Field, Hawaii.

"Each unit must carry out the 599th's mission in a unique host country culture and environment while effectively and safely moving cargo for all of our deployed forces," said Gitto.

In her new assignment, DiMarco's reports to the U. S. Army Command and General Staff College, Fort Leavenworth, Kan. Newton just left a faculty position at the college.

The group's second change of command took place June 28 at Pier 8 in Pusan. Lt. Col. James Brundage took command of the 837th from Lt. Col. Floyd Driver.

In his new assignment, Driver reports to J4, Transportation Plans and Operations, U.S. Forces Korea, in Seoul. Brundage previously served as Deputy Director of Protocol, Office of the Chief of Staff of the Army, Washington, D.C.

Four days later, the group's final change of command took place in Yokohama.

Lt. Col. Darrell Jenkins took command of the 836th from Lt. Col. Kathi Kreklow.

In her new assignment, Kreklow will serve as the Chief, MTMC Operations Center, Fort Eustis, Va. Jenkins previously served with the Army Operational Test Command, Fort Hood, Texas.

"Each (departing) commander will be greatly missed," said Gitto to MTMC soldiers, civilians and guests at the ceremonies.

"But I know the new commanders are prepared to take the lead.

"New leaders bring operational experiences and new ideas to unit activities," said Gitto.

Gitto presented the new commanders with the following challenges:

- Maintain and strengthen group cohesiveness in a joint environment, for effective and efficient global deployment;
- Continue to nurture a positive relationship with the local community; and
- Make a great unit even better. m



Flanked by a color guard, Col. Peter Gitto (left), Lt. Col. Clayton Newton and Lt. Col. Joyce DiMarco prepare to conduct the change of command of the 835th Transportation Battalion, Naha, Okinawa. Photo by Tetsuo Taira

Soldiers in their crisp uniforms and black berets proudly stood beside their host nation team transporters in the Republic of Korea and Japan as their respective flags were posted at separate ceremonies.

The three ceremonies were each hosted by Col. Peter J. Gitto, Commander, 599th Transportation Group, Wheeler

The ceremonies were conducted at the 835th Transportation Battalion, Okinawa, Japan; the 836th Transportation Battalion, in Yokohama, Japan; and the 837th Transportation Battalion, Pusan, Korea.

The first ceremony was conducted June 13 at Naha Port in Okinawa. Lt. Col. Clayton Newton took command of the 835th from Lt. Col. Joyce DiMarco.

Deployment support team use pays big dividends

By Rodney Mattix
Administrative Officer
842nd Transportation Battalion

When Lt. Col. Timothy Civils Jr. reported in as the new commander of the 842nd Transportation Battalion in July 2001, he found a new unit structure.

The Beaumont, Texas, terminal unit had formerly been a group headquarters. Now, following an evaluation of all MTMC's terminal units, the staffing of the Gulf Coast unit had shrunk.

"The changes required us to confront challenges and implement new business processes or change old ones to accurately reflect the times," said Civils. "I quickly realized we did not need people who entered data or performed other repetitious tasks. We needed employees who could think critically.

"We needed to create an environment where employees would propose new ways of doing old business, take risks and implement."

A key part of Civils' plan was to design and implement internal deployment support teams to handle every mission assigned to the 842nd. The battalion developed teams and operating concepts that were economical in staffing but generous on working empowerment. Each team is led by a chief trained to perform as both an action officer and a facilitator. Eventually, all unit members—military and civilian—will perform in this role.

When a mission is identified, a deployment support team is developed and



Container of military equipment is loaded aboard the USNS Soderman at Beaumont, Texas.

begins mission ownership. The team begin a five-phase process: Identify and determine, evaluate, act, adjust, and feed back.

- Identify and determine: This is the planning stage, and the most important step, because it lays the foundation for the rest of the process structure.

The planning is absolutely vital, said Lt. Cdr. Douglas Anderson III, Battalion Executive Officer.

"A team that does not plan, does not fully excel," said Anderson.

Each mission has unique challenges, said Civils.

"Do your best to stay out of situations that are important and urgent," said Civils.

"Try to get tasks planned and accomplished when they are just important and are not at the urgent stage."

- Evaluate: The mission should receive constant evaluation and should be fine-tuned as necessary.

- Act: The plan should be executed with vigor. Much of the success of the plan may be largely calculated on how well initial planning phases were performed.

- Adjust: In any operation, changes take place. All plans need to be flexible, so changes may be made as necessary. Daily, the team leader facilitates a

briefing and discussion period with the process owner and key players.

- Feed back: An after-action review is essential. The lessons learned will assist other teams when they confront similar problems or issues.

In addition, each deployment support team is required to select a most valuable team member, who gets additional recognition.

If the unit has single port manager



Transportation specialist Ricardo Roach (back) oversees documentation by fellow deployment support team members.



Jim Heldreth, deployment support team chief, observes ship loading.

duties, team members manage the mission from beginning to end. Each member has flexible job duties that allow for multiple work responsibilities. When a Reserve unit is assigned as single port manager, deployment support team members provide a source of knowledge, skills and abilities.

The benefits of the deployment support team have been phenomenal. Its implementation has allowed us to work smarter—not harder. We use multiple ports to move cargo, so it is vital that each employee understands his or her role.

Often, we have several teams deployed simultaneously.

“I can now concentrate on my leader and mentor responsibilities,” said Ken Pendergraft, Terminal Section Chief.

“Before, I had to be involved with every aspect of the mission. Now I can empower someone else and observe and assist as

needed.”

Our deployment support team concept is focused on high-quality customer service. The feedback has been phenomenal. Our contacts tell us they feel like true customers. Our team chiefs understand that they are the single point of contact for the customer. Accordingly, they are dedicated to meeting customers’ requirements in forming transportation solutions.

Finally, our teams concentrate on cross training. Primary performers in any job position should step aside—so others may have an opportunity to learn a new skill.

Cross training is one of the keys to our success with the teams. It allows for all the human potential on a team to be employed—providing the best outcome. **m**

Reservists with the 1192nd Transportation Brigade, New Orleans, La, supervise a load of 1st Cavalry Division cargo bound for Bosnia.





War on Terrorism:

MTMC officer assists Canadian redeployment

In a far-away corner of the world, a Military Traffic Management officer found himself in the front ranks of the War on Terrorism.

Maj. Serge Pelletier served for six weeks at “an operating location in sup-

port of the U.S. Central Command execution of Operation Enduring Freedom.”

In the new position, the Canadian integration officer found himself working in another key action for MTMC.

Earlier, Pelletier had served for four

months in leading a team moving Canadian priority air cargoes at Dover Air Force Base, Dover, Del., to Afghanistan.

“I inherited a new team and a new mission,” said Pelletier.

“Our mission was to set up a Canadian Intermediate Staging Base for the soldiers and equipment of the 3rd Princess Patricia’s Canadian Light Infantry Battalion Group. The unit had completed its mission and was returning home to Canada.”

To reach his new assignment, Pelletier completed a 30-hour airplane flight.

At the new location, Pelletier found the tables turned. While at Dover Air Force Base, he had been responsible for critical



Top of page: Sign marks Canadian intermediate staging base; Canadian troops arrive at staging base on their return from duty in Afghanistan. Left: Maj. Serge Pelletier supervises the offloading of a Nyala, a South African-made engineering vehicle used by the Canadian military.



Left: Canadian troops board an aircraft for a flight to Guam—the next stop on their journey home. Above: Canadian and American personnel load luggage on a Boeing-747 aircraft. Below: Maintenance is performed on Canadian equipment returning from use in the War on Terrorism.



deliveries to Canadian troops in the field.

Now, he was overseeing the reverse of the process.

The new assignment, said Pelletier, turned out to be one of the proudest missions of his military career.

"I found myself in the position of

"Official Greeter," said Pelletier, who officially served as the Deputy Commander of the Canadian operation. "I was the fortunate one to welcome our troops."

Pelletier became more introspective.

"I was always sobered by the disposition of the troops," said Pelletier. "They were battle-weary—fatigued for having lived in dust and high heat for six consecutive months.

"I was proud to be the first to thank them."

For six consecutive days, multiple flights of U.S. Air Force C-5 aircraft brought in flights of troops and vehicles, said Pelletier.

Only one flight was delayed, because of a sandstorm in Kandahar. In all, 20 flights brought in 800 soldiers and their equipment.

After turning in their combat equipment, the Canadian soldiers were taken by bus to a gym for hot showers.

"What a difference a shower makes," said Capt. Chris Burbidge, who coordinated the Canadian operation's airport activities. "Our people looked human

See "Canadian mission," pg. 57

Army recognizes MTMC Reserve unit for award

Army Reserve Maj. Sam Houston likes to give credit to others.

Houston, a member of the 1190th Deployment Support Brigade, recently led a team in the highly successful load out of a 1st Brigade, 4th Infantry Division, task force from Fort Hood, Texas, to the National Training Center, at Fort Irwin, Calif.

With the assistance of the Baton Rouge, La., Army Reserve unit, the task force left in three days—cutting the normal loadout time of six days.

Houston credits the improved loadout times with the installation's new 12 ramp railroad car loading area and the highly accurate rail loading plans developed by the post's movement control officer, Gladys Yoshinaka.

Now, the U.S. Army has recognized the work performed by Houston and the seven-member team from his unit.

The 1190th was cited as a recipient of a 2002 Deployment Excellence Award winner in the category of Supporting Unit-Army Reserve.

Col. Ellen Greene, Commander, led a three-member delegation to receive the award in a Crystal City, Va., ceremony Aug. 28. The presentation was made by Gen. John Keane, Vice Chief of Staff of the Army; and Lt. Gen. Charles Mahan Jr., Deputy Chief of Staff, G-4.

"Wonderful," said Greene. "This puts the deployment support brigade name on the map. This is excellent marketing and visibility for the type of work we can provide deploying units."

News of the award recognition has already spurred calls from warfighter



Reservists in Crystal City, Va., to receive the award include Maj. Sam Houston (left) Maj. Eric Evans and Col. Ellen Greene.

units seeking deployment support, she said.

"The brigade has received calls from power projection forts who want to know how we can assist them with future deployments," said Greene.

During the loading operation Jan. 20-Feb. 8, the Army Reserve team was responsible for the documentation of 2,500 vehicles that were part of a task force that included one tank, two mechanized infantry and one air defense artillery battalions.

Houston is currently on duty as an assistant professor of military science at Providence College, Providence, R.I. The team's other members included: Capt. Humberto Alexander, Capt. Clifton Alford, 2nd Lt. David Mackintosh, Staff Sgt. Daniel Guient, Sgt. Karen Butler and Spc. Simiel Chenault. Lt. Col. Ford McGuffey served as home station liaison.

The 100-member unit primarily assists in rail moves. Recently, the unit has assisted in an increasing number of air moves.

The 1190th has two sister units: the 1179th Deployment Support Brigade, Fort Hamilton, N.Y.; and the 1394th Deployment Support Brigade, Camp Pendleton, Calif.

All three units are affiliated with the Military Traffic Management Command.

The award package was developed by Maj. Eric Evans, the unit's Assistant Chief of Operations.

"I was an evaluator in the awards entry last year," said Evans, an Army Guard-Reserve Officer. "That helped me develop a winning entry. I looked at the photographs that unit members brought back and was able to put their entire process into a written form."

How good was the award recommendation?

"I knew we were going to win," said Evans.

Nine other Army, National Guard or Army Reserve units received the awards. The awards were created in 2000 to recognize excellence in deployment operations. **m**

'Real-world' DoD missions creep into Reserve training

By Capt. Wilmer Moore
1181st Transportation Terminal Battalion

The soldiers of the 1181st Transportation Battalion know what it is like to attend two weeks of active duty—and perform a critical Department of Defense mission at the same time.

In early July, the Meridian, Miss., based Army Reserve unit loaded the Army Prepositioned Stocks vessel, the USNS Sisler, in Charleston, S.C. Transporters loaded 1,600 pieces of combat service

The Meridian, Miss., unit's Worldwide Port System team includes Sgt. 1st Class Barrett Smith (front), 1st Sgt. John King, Sgt. Edward Velez, Spc. Sean Rogers, and LaVerne Johnson.



two years. In October 2001, the 1181st loaded the USNS Watson, a Fast Sealift Ship, with a similar cargo.

Three years ago, in April 2000, the 1181st loaded a Marine Corps combat team on the former Soviet assault vessel the Balakleya, in Morehead City, N.C., to a large media audience.

"MTMC is engaged in real-time, real-world missions and its units must be ready to deploy wherever and whenever they're called," said Greene.

"It's an honor for our unit to have such a vital, real-world role."

Greene and his wife, Col. Ellen Greene, are a unique couple who serve as key Army Reserve players in MTMC's operations.

Col. Ellen Greene serves as Commander of the 1190th Deployment Support Brigade, Baton Rouge, La.

The 1181st has approximately

85 members. Some reservists commute to monthly weekend duty in Meridian from as far away as Alabama, Louisiana, Georgia and Tennessee. [m](#)



Maj. Larry Foster (left) and Staff Sgt. Michael Thomas supervise stow planning of the USNS Sisler.

support cargo on the Large, Medium-Speed, Roll-on/Roll-off vessel.

In all, we loaded about 250,000 square feet of cargo," said Lt. Col. Vernon Greene, Jr., Commander. "The 'footprint' we loaded was about 1,350 pieces. That means some 300 pieces were nested cargo—stored or loaded within other pieces."

The 1181st transporters were assisted by member of MTMC's 841st Transportation Battalion, Charleston, S.C.

The Sisler is the second prepositioned ship loaded by the Reservists in the past



Above: A fan provides some cooling as Staff Sgt. Duane Emerson (right) and Capt. Catherine Eaves work on stow planning.

Below: Pfc. Dahlia Granger (left) and Spc. Candice Meyers supervise cargo loading on the USNS Sisler.



Transportation Secretary receives freight tracking brief



Transportation Secretary Norman Y. Mineta is briefed by William Cooper, Director, Transportation Engineering Agency, on MTMC's use of its innovative Web-based Intelligent Road/Rail Information Server, a deployment planning and shipment tracking tool. The July 30 briefing took place at the MTMC Operations Center, Fort Eustis, Va. Also pictured are: Navy Capt. Edward Horres (left), Doug Anderson, John Piparato, all of the Operations Center; and John Race, of the Transportation Engineering Agency. Photo by George Bess. m

MTMC leaders briefed on new transportation concept

When Vector SCM transporters looked at the General Motors supply chain, they found a huge bureaucracy.

"It was bigger than the government's (supply chain)," said Michael Nadolski, Director, Procurement and Contract Compliance, of the Novi, Mich., firm.

"They build up naturally."

Nadolski, and a cadre of supply chain specialists, visited MTMC Headquarters Alexandria Aug. 20 to brief key transporters on a unique new initiative—Fourth-Party Logistics.

Results have been impressive at General Motors—which has 18 Third-Party Logistics operations. In fact, General Motors is so enthusiastic about the concept that it owns a portion of the supply chain firm.

In a step-by-step process, Vector SCM executives say they are transforming General Motors transportation. To date, Vector and General Motors supply chain specialists have slashed the vehicle order cycle time from more than 60 days, to 15 to 20 days. General Motors ships eight million new vehicles to more than

120,000 dealers every year. In addition, the giant corporation ships among the firm's assembly, distribution, new vehicle dealer, and parts and service components.

"Fourth-Party Logistics is the design and management of Third-Party Logistics networks," said James Commiskey, Vice-President, Global Services, of Vector SCM, a subsidiary of Menlo Worldwide, Redwood City, Calif.

In Third-Party Logistics, a firm manages

See "New concept," page 59



Frank Galluzzo (left), of Distribution Analysis Center, talks with Fourth-Party Logistics specialists. Pictured are: Michael Nadolski (left), James Commiskey, Galluzzo, and Lonny Warner.



Civilian contractors secure lines to a container for discharge from USNS Seay.

Cobra Gold 2002 challenges MTMC transporters

A ship fire and a tropical storm were among the challenges faced by transporters with the 599th Transportation Group in Exercise Cobra Gold 2002.

The flexibility and cross training of deployment support team members were critical, said Col. Peter Gitto, Commander, of the Wheeler Army Airfield, Hawaii, unit.

“Distance and unique geographic requirements challenged leaders to

maximize the use of limited resources and ensure effective command and control,” said Gitto, of the joint-combined U.S.-Thailand training exercise.

“Continuous communication and accurate reporting was essential for mission success.”

The MTMC unit’s mission was to perform single port management, port operator and cargo documentation functions for the exercise which involved 14,000 U.S. service members in the

By Terri Kojima
Command Affairs Officer
599th Transportation Group

Pacific.

In all, MTMC deployment support team members worked a total of five vessels at seven different sites that included Pearl Harbor, Hawaii; Naha, Okinawa; Thung Prong and Chuk Samet, in Thailand; Iwakuni and Tengan, in Japan; and Apra, Guam.



Soldiers tie down vehicles aboard USNS Seay.

Transporters from the 836th Transportation Battalion, Yokohama, Japan, discharged the Green Cove when the vessel arrived at North Dock. Later, the cargo was transshipped to Guam by commercial sealift aboard the MV Asian Hibiscus and arrived safely Aug 12.

“Effective leadership and technical expertise resulted in the successful completion of both the deployment and redeployment phases of the exercise,” said Gitto.

The 599th soldiers remained one step ahead, he said, in plan-

The engine room ship fire took place aboard the MV Cape Horn, a roll-on/roll-off vessel operated by the Navy’s Military Sealift Command. Two crewmembers died in the fire which took place at sea 800 miles east of Honolulu, Hawaii.

The Cape Horn was towed to Pearl Harbor. Members of the 599th Transportation Group quickly moved the Cobra Gold cargo onto USNS Seay, a Large, Medium-Speed, Roll-on/Roll-off vessel which was called in as a replacement.

“We were able to lend and sharpen our port operations skills and at the same time get the job done to put the cargo back on track,” said Sgt. 1st Class Duane Davis, who lead the seven-member team.

An act of nature presented another challenge during redeployment.

Tropical Storm Chata’an’s fury hit Apra, Guam, forcing the island’s inner and outer harbor to close.

The MV Green Cove, redeploying Cobra Gold’s equipment and sup-

plies, was left without access to the harbor for discharge and was redirected to Japan.

ning, coordinating, and executing port operations within the vast Asia-Pacific sea routes. [m](#)



Civilian contractors load containers of supplies headed for Exercise Cobra Gold aboard USNS Seay.

Army school will boost job performance, growth

Attendance at the Army Management Staff Colleges provides qualified applicants additional opportunity for both learning and promotion.

That was the message from Dr. Ursula Lohmann, Dean, of the Fort Belvoir, Va., based school, to prospective students from MTMC Headquarters and the U.S. Personnel Command.

"We're interested in developing a person who really understands the complexi-

ty of an organization and can provide leadership and management in their respective jobs," said Lohmann, in the session on July 8.

ty of an organization and can provide leadership and management in their respective jobs," said Lohmann, in the session on July 8.



Bill Lucas, Deputy to the Commander, attends session on the Base Leadership and Management class. Pictured at center are Chester Damian, of Global Freight Management, and Ana Colon, Director, Equal Employment Opportunity Office.

ty of an organization and can provide leadership and management in their respective jobs," said Lohmann, in the session on July 8.

She outlined the college's Sustaining Base Leadership & Management course, available in 12-week resident or one-year non-resident versions.

"Back in the working environment," said Lohmann, "that's when the lessons learned have great clarity ... six months after, 12 months after ...

"Five years later, students are still

applying the material." The course received a hearty introduction from Bill Lucas, Deputy to the Commander, who has repeatedly visited MTMC employees attending the school and attended many graduation ceremonies.

"If you're really interested in your career," said Lucas, "you want the Army Management Staff College on your individual development plan."

While not an easy course, Lucas said the training and thinking taught

at the school would prove "very valuable" to employees in their careers.

Similar to military service schools, classes are mostly taught through small seminar sessions of 15 students. However, unlike the military schools, the seminars are composed of students from a wide variety of work fields. Classes of 155 to 165 students are conducted three times a year.

Instruction includes such subjects as: leadership, communication, decision making, analysis, Army cultural literacy, Army environment, and readiness and systems. Many colleges will grant as many as 15 graduate hours of credit for the instruction.

The course is designed for Army civilians in grade levels 12 through 14, and military officers in the ranks of major and lieutenant colonel.

A review of class students, said Lohmann, reveals that approximately 94



Jim Murphy (right), of Distribution Analysis Center, and Maj. Gary Lang, of U.S. Personnel Command, listen to details of Army Management Staff College.

percent are civilian employees and 6 percent are military. Most are men. Their average age is 43. About three-quarters of the students have college or advanced degree.

A long-term study of graduates, she said, indicates a promotion rate about twice that of nongraduates.

Graduates of the class are expected to better meet the curriculum's long-term goals:

- Lead people.
- Make decisions and solve problems.
- Write clearly and concisely.
- Communicate well orally.
- Internalize Army values.
- Understand the vision and see connections.

Potential students from MTMC were enthusiastic about the briefing.

"I'm looking forward to attending Army Management Staff College," said Tara Phelps-Jones, a specialist in the Inspector General's office. "The course sounds challenging and exciting. I know this will be a tremendous learning experience."

See "Army school," page 57

New product promotes installation traffic safety

There is now a new, and faster, way to determine the level of highway traffic safety at your military installation.

MTMC's Transportation Engineering Agency engineers have produced "Better Military Traffic Engineering 2002," a highly interactive multi-media compact disk with read-only memory.

"We developed the media to provide installation personnel with fundamental traffic engineering training and guidance," said Bruce Hines, Chief, Office of the Special Assistant for Transportation Engineering.

The compact disk can be used for training as well as reference, said Hines.

The compact disk was developed with the assistance of contractor Gannett Fleming, of Camp Hill, Pa., to address traffic operation and safety deficiencies at military posts, said Richard Sumrak, project engineer.

The disk is designed to function as an instructional tool to train post personnel on the proper installation and use of traffic control and safety devices, such as signing and pavement markings, traffic signals, intersection geometry and guide rails.

Above: Standard Highway Signs (2002 Edition) is part of a new compact disk on traffic safety put out by the Transportation Engineering Agency.

Right: Good traffic safety is a requirement of any military activity—on an installation or in the field—such as this refueling site, operated by the Iowa National Guard's 1034th Quartermaster Co., in Alexandria, La.

"... We've had numerous requests from state and federal agencies for more copies."

**—Richard Sumrak
Project Engineer**

The CD-ROM is easy to use, providing animated graphics to get information to the user.

"We had an initial distribution of 460 copies just two weeks ago," said Sumrak. "Since then, we've had numerous requests from state and federal agencies for more copies."

The compact disk is divided into the following six traffic engineering topics: Signs and pavement

markings, traffic signals, gates, parking, roadside safety, and intersections.

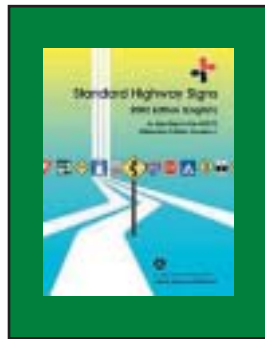
Included in each section is an index and top-ten issues list. Digital video has also been added to each section to depict the most important traffic issues.

The compact disk is narrated and features closed captioning. It includes 17 calculators, using graphic displays that provide answers to many traffic engineering calculations.

Another unique feature of the CD-ROM is that users with Internet access can receive traffic engineering information through links to various Web sites that agency engineers will update on a continuing basis.

The development team included: Transportation Engineering Agency's Richard Sumrak, and Gannett Fleming's Carrie Knight, Heidi Kessler, Cynthia Schanke, and Bob Taylor.

To order a copy of the compact disk, contact Janie Campbell, at (800) 722-0727 or DSN 826-4313; or e-mail campbelm@tea-emh1.army.mil. **m**



House committee hears MTMC port security views

A number of upgrades have been implemented at the nation's strategic seaports used by the Military Traffic Management Command to improve security.

That was the message of Maj. Gen. Kenneth L. Privratsky, Commander, to members of the National Security, Veterans Affairs and International Relations on Homeland Security Subcommittee, of the House Committee on Government Reform.

Privratsky testified July 23, at the Rayburn House Office Building, in Washington, D.C., on behalf of Gen. John W. Handy, Commander, U.S. Transportation Command.

The Congressional hearing was held following the release of a General Accounting Report, which cited security concerns at the nation's strategic seaports in the event of a military mobilization.

"Security is one of the most critical concerns of mobilization and deployment missions," said Privratsky, in a prepared statement. "Our ability to address threats to the national defense transportation network must be sufficient to meet the needs of agencies with federal port responsibilities to deploy our nation's military forces swiftly and sus-



Maj. Gen. Kenneth L. Privratsky provided testimony July 23 to members of a House of Representatives' subcommittee on security at the nation's 17 strategic seaports.

tain them to meet national objectives."

All Transportation Command operations get a full review from a Joint Risk Assessment Working Group, said Privratsky.

"The Joint Risk Assessment Working Group makes risk mitigation recommendations to the Transportation Command operations division and command group when risk exceeds the operational need for mission support and/or force protection is assessed as inadequate," he said.

Additional security support comes from coordina-

tion with MTMC's Navy partner—the Military Sealift Command, he said.

"We also benefit directly from risk assessments conducted during mobilizations," said Privratsky. "Certainly, the vulnerability assessments that Congress has recently requested the U.S. Coast Guard to perform will enhance our ability to do risk assessments of port operations."

"We will also couple those with specific intelligence reports we gather daily from our internal resources and commercial industry sources."

The creation of a single MTMC worldwide operations center Nov. 7, 2001, has enhanced port security and provides better coordination with deploying units and industry partners, he said.

Privratsky called for greater security emphasis on shipping containers that enter the country.

"We support measures that improve cargo identification and screening," said Privratsky. "While we move limited amounts of container cargo as part of unit deployments, we operate adjacent to commercial container operations at the seaports, and we annually ship, primarily as exports, more than 100,000 containers in commercial liner service to sustain our forces around the world."

"What's in the box?" is certainly one of the toughest challenges with which we all must deal in deterring terrorist acts."

Key security emphasis is placed on 17 strategic seaports located across the country, said Privratsky. MTMC and the

See "Port security," next page



Delegation prepares for MTMC presentation at the Rayburn House Office Building. Pictured are Leesha Galery (left) and Cori Libby, both of MTMC Command Affairs, and Mimi Iacono, a protocol officer at U.S. Transportation Command.

MTMC's image is 'world class' in Congressional testimony

By Leesha Saunders Galery
Legislative Liaison
MTMC Headquarters Alexandria

All in all, Maj. Gen. Kenneth L. Privratsky appeared before the legislators about 90 minutes.

But it was getting to that final, perfect presentation by the MTMC Commanding General that mattered. It took a select team of specialists at the MTMC Operations Center at Fort Eustis, Va., and several of the command's most forward thinkers in Alexandria, Va., to draft the comments and research the issues.

For those involved in the preparation, there was almost no other work done on other issues for four or five workdays.

Actually, the work of our team members ended a day or so before the July 23 hearing. That is a when final, crisp statement of our Commanding General's comments were forwarded to the committee to be made a formal part of the record.

Of course, that is when Privratsky's real work started—in the last 24 hours or so he carried the burden alone. The Commanding General had to ensure he had all the facts straight and in order. Questions could come in from almost any quarter on deployment security at the nation's strategic seaports from the members of the National Security, Veterans Affairs and International Relations on Homeland Security Subcommittee, of the House Committee on Government Reform.

It was only a 20-minute ride by subway from MTMC Headquarters in Alexandria.

The Congressional hearing room was more like a courtroom. I sat only two rows behind the witnesses who were seated at a small rectangular table. The hearing room was probably built to hold 100 or so visitors.

I thought, "What amazing stories would unfold if these walls could talk?"

During the hearing, I watched the members of Congress study the panelists' every move

and gesture as they intently listened to each speaker. The very future of Defense Department operating funds was under their scrutiny.

As the hearing neared its conclusion, I experienced a mental sigh of relief in seeing our Commanding General's poise in testimony and questions from the committee members.

I thought to myself: "This is what being a liaison is all about."

As the first congressional liaison for MTMC, I view my job as an chance to break new ground in linking communication from the command to Capitol Hill. A successful hearing is just one of those links.

I felt honored to be a member of the team of individuals who helped prepare for this important hearing. The starting point of the Commander's confident responses came from the hard work of many, many members of the MTMC staff.

With each hearing and Congressional



Leesha Galery stands in front of the Rayburn House Office Building before entering to hear Maj. Gen. Kenneth L. Privratsky testify.

action, I learn new ways to support the command. I hope future MTMC liaisons will have an easier time doing their job because of this pioneering work.

When the Commander sat back after completing his statement, and the Committee members nodded positively—I knew we had all done a good job.

Suddenly, the hearing is over. A great weight seems to lift.

I take a breath. Privratsky is smiling and talking to his fellow presenters.

It's time for me to smile as well.

I give special thanks to one of my U.S. Transportation Command counterparts, Mimi Iacono. She gave us good advice in the testimony preparation. I am so glad she got to see MTMC's world-class presentation. [m](#)

Port security

Continued from previous page

U.S. Maritime Administration jointly select the ports.

"These ports are chosen based on an evaluation of port capabilities compared to the military's deployment requirements," said Privratsky. "A team comprised of the Maritime Administration and MTMC selects the ports and establishes the number of vessel berths, staging areas and other assets required."

The ports include 13 commercial ports

and four military ports. The commercial ports include: New York/New Jersey port complex; Hampton Roads area ports, Va.; Morehead City, N.C.; Wilmington, N.C.; Charleston, S.C.; Savannah, Ga.; Jacksonville, Fla.; Beaumont, Texas; Corpus Christi, Texas; San Diego, Calif.; Long Beach, Calif.; Oakland, Calif.; and Tacoma, Wash. The military ports include: Military Ocean Terminal Sunny Point, N.C.; Military Ocean Terminal Concord, Calif.; Indian Island Naval Magazine, Wash.; and Naval Base Ventura County, Port Hueneme, Calif. [m](#)

New organization rushes to begin its mission

As it hires as many as 2,000 new employees a week, America's new Transportation Security Administration is gearing up for its colossal mission.

That is the message of Charlotte Bryan, Manager, Airport Operations, to an audience of Greater Washington, D.C., area transporters July 18.

"We're very busy screening, training and deploying screeners," Bryan told a luncheon meeting of the Washington, D.C., chapter of the National Defense Transportation Association.

Eventually, the Transportation Security Administration will have as many as 60,000 employees, said Bryan, who left a Federal Aviation Administration security job in January for the new position.

The majority of the positions—some 50,000—will be airport screeners. Currently, the agency's screeners have taken over the security mission at Baltimore-Washington Airport, Baltimore, Md.; Louisville, Ky.; and Mobile, Ala.

By late July, Bryan said

screeners will be deploying to as many as 40 airports a week. Eventually, there will be federal passenger screeners at all

"Screening is so much better today," said Bryan.

"Passengers take it so much more seriously. Airports take it so much more seriously."

Checked luggage is now being screened all over the country, she said. By the end of the year, additional sophisticated screening for explosives will be in use.

New recruitment efforts by the Transportation Security Administration have produced enthusiastic responses, said Bryan. When agency officials first recruited for 81 federal security directors, more than 10,000 applications were received.

By the middle of August, federal security managers will be in place at 160 major American airports.

The managers will be responsible for baggage screening, law enforcement and regulatory inspection. In most cases, the federal security managers will also be responsible for one or more smaller, nearby, airports.

The job is "gigantic," said Bryan.

"Since we've been formed," she said, "we've had to process 300,000 fingerprints of airport employees for federal screening."

Despite the many challenges, said Bryan, another big one is looming.

"There are 275,000 aircraft in general aviation," said Bryan. "These aircraft are located at 19,000 airports."

"We're not sure where to begin."

Bryan said the Transportation Security Administration would seek industry comment on its vast areas of responsibility. **m**



Charlotte Bryan, of the new Transportation Security Agency, talks with members of the Washington, D.C., chapter of the National Defense Transportation Association on July 18.



the nation's 430 major passenger airports.

The nation is "far more secure" since the terrorist attacks of Sept. 11, 2001, said Bryan.

Charlotte Bryan, of the new Transportation Security Agency, talks with Ray Schaible, of Logistics Management Institute, of McLean, Va.

Old hand returns to MTMC Operations Center duties

By John Randt
Command Affairs Officer
MTMC Headquarters Alexandria

The man who, in voice and persona, symbolically represented MTMC's former Command Operations Center in Alexandria is back in the fight.

Rick Shilby, who has worked and briefed the command's many and varied operations since the Desert Storm conflict, is back in action. Shilby, 52, reported for duty Aug. 22 to the MTMC Operations Center at Fort Eustis, Va.

"I'm looking forward to it," said Shilby. "It'll be great to be a part of the new Operations Center."

In his new job, Shilby will be the team leader of the Terminal Requirements Team. In this position, he will work a number of high-visibility transportation issues, including those involving arms, ammunitions and explosives shipments, and foreign military sales.

Since the Operations Center was created at Fort Eustis on Nov. 7, 2001, a total of 20 employees from Alexandria have volunteered to work there. Three supervisors—Patty Maloney, John Piparato and Greg Sweetland—went earlier this year. Now, other members of the former operations staff are transferring.

Shilby was well known by scores of successive MTMC military officers and civilians for his calm briefing style and knowledgeable responses. Many times, Shilby would command the staff's sole attention because he alone could answer questions on the latest information on a transportation action. His secret, Shilby once confided, was making last-minute phone calls to the field and quickly reviewing all incoming e-mail moments before the start of an operations meeting.

Shilby has been working recruit actions in the Passenger Division since the MTMC



USNS Antares is towed into Rijeka, Croatia, in winter chill in February 1999. The vessel's familiar silhouette was identified by Rick Shilby, as he drove many kilometers away on a mountain road.

Alexandria Operations Center closed in December 2001.

With Rick, favorite stories abound. One story—among many—was our joint mission to Rijeka, Croatia, in late February 1999.

It was early on a Sunday morning when we crossed the border into Slovenia. In the high country east of Italy, snow clung to the low depressions and shadows in the rugged countryside. Polka music bubbled out of the radio of our tiny rental car.

We skirted the seaport of Koper, Slovenia and drove the picturesque kilometers to Rijeka Croatia on the coastal road. Soon, we were descending the road's sharp curves as it reaches the outer environs of Rijeka. The dramatic blue of the Adriatic Sea periodically came into view, shrouded in ocean mists.

Suddenly, Shilby exclaimed, "There's a

ship coming in—it looks like an FSS (Fast Sealift Ship)!"

So it was—the USNS Antares was making a majestic entrance to Rijeka. A short time later, we greeted old friends at dockside among MTMC transporters awaiting the vessel's arrival to discharge the equipment of a task force of 1st Cavalry Division, bound for Bosnia.

Rick's timing was exactly on the mark—as I'm sure it will be in his new assignment with MTMC Operations in Ft. Eustis.

Welcome back to the fight, Rick! m

Rick Shilby prepares to return to MTMC Operations Center work at Fort Eustis, Va.



Sunny Point helps aviation logistics go mobile

By Capt. Kimberly Long



Aviation maintenance is crucial to a pilot who is thousands of feet in the air over enemy territory. That is why the U.S. Marines recently participated in "Carolina Patriot-02," a deployment exercise to keep Marines trained on mobile readiness operations.

Working with MTMC's 597th Transportation Group at Military Ocean Terminal Sunny Point, Southport, N.C., Marines from the Marine Aviation Logistics Squadron-26 uploaded 250 Mobile Maintenance Facilities onto the USS Wright—a converted civilian container ship used for aviation logistics training.

"Training with the U.S. Marine Corps in the exercise is a vital part of our overall plan to ensure we can adequately support each component within the Department of Defense," said Col. Ronald P. Heiter, 597th Transportation Group commander.

The 155th Transportation Co., 7th Transportation Group, Fort Eustis, Va., provided support of the 8x8x20-foot white containers to Sunny Point's Center Wharf. The loading lasted about four days, and the ship set sail in mid-August.

The USS Wright is a 602-foot-long vessel built over 30 years ago as a commercial railroad ship.

Capt. Steve Danielson, Squadron-26 Cargo Load Officer for Carolina Patriot, said the exercise is vital to readiness skills.

"If the balloon goes up, people will have to be qualified and prepared," said Danielson.

The cargo vessels save time and money as well. Without the uploading capabilities of the USS Wright, about 140 helicopter lifts would be required to deploy an equivalent amount of aviation logistics to a crisis area, Squadron-26 Commander Lt. Col. Daniel C. Batt reported in a recent release.

Troops from a dozen different commands participated in the exercise, which

included about 330 Marines and sailors from the 2nd Marine Aircraft Wing from Cherry Point, New River, and Beaufort, S.C., and a 35-person civilian crew.

"It's an exercise in readiness," Cpl. Xavier Cugnon, Marine Aviation Logistics Squadron-14 990 Mobile Facility Maintenance Mechanic, MCAS Cherry Point, said.

"Today, we need to stay on our toes, and the exercise will improve understanding of how we'll need to operate." m

Working with MTMC to meet America's newest challenge

By Lt. Cmdr. Sandy Lyons
SC, USNR

Lt. Cmdr. Jim Flowers and Cmdr. Dolores Smith—two officers from the Naval Reserve Military

Operations Center at Fort Eustis, Va.

"The hectic pace in the Operations Center made the time go by fast," said Flowers, a Chapel Hill, N.C. resident.

When not on active duty, both Smith and Flowers drill with NR MTMC 202 at Fort Eustis.

"I'm thrilled they've had the opportunity to support the War on Terrorism full time," said Cmdr. Steve Gale, Commanding Officer of NR MTMC 202, which is part of the Norfolk and Marine Corps Reserve Center in Richmond, Va.

According to Lori Starke, the Director of MTMC Operations Center's Combatant Command Support, both Navy officers have been invaluable to the MTMC team during an especially critical period.

"We couldn't have handled the demands as well as we did without them," said Starke.

"Being an integral part of another branch of our uniformed services has truly broadened our experience," said Smith. m



Transportation Management Command 202, will soon complete one year of active duty to augment the staff of MTMC's

Top General gets first-hand view of Sunny Point

By Capt. Kimberly Long

General John W. Handy, USTRANSCOM Commander, recently visited the 597th Transportation Terminal Group, Military Ocean Terminal, Sunny Point—offering nothing but praise for the Army's sole ammunition shipment facility.

The four-star Air Force general, promoted to command last November, holds responsibility for managing global air, land and sea transportation for the Department of Defense in times of peace and war.

The "return home" for the Raleigh, N.C. native provided Handy with a first-hand look at operations within the North Carolina terminal's boundaries.

Seated in an Army UH-60 Black Hawk helicopter, Handy was given an aerial tour of the installation, which included a view of the 2,115-acre Buffer Zone/ Fort Fisher, the MOTSU waterfront, with a flyby of all three wharves and the facility proper.

"You talk about it, you see pictures of it, but you really need to be here to appreciate it," stated Handy at a press conference held at the installation's center wharf.

"Sunny Point is the most sophisticated military port in the United States," said Handy, highlighting the facility's secure, protected and remote environment, and the amount of supplies and equipment it handles as a major board of upload.

"I applaud the folks who work here," said Handy, referring to the 200-plus terminal employees.

During the press conference, Handy also addressed Sunny Point's pivotal role in the War on Terrorism.

"Since the military stepped up its pace after the Sept. 11 terrorist attacks, this military ocean terminal has kept materials moving to troops," Handy said.

With TRANSCOM's Air Mobility Command headquartered at Scott Air Force Base in Belleville, Ill., Handy spoke highly of his troops' performance in

Afghanistan.

Handy also voiced his appreciation for the reservists, referring to them as "priceless ... extraordinary Americans."

He added, "9-11 was a lesson for all Americans. It made us tougher."

In addition to the press conference, Handy attended a Sunny Point command and operations briefing and received a "windshield" tour of the massive facility, located on 8,502 acres of rolling sand hills along the Cape Fear River near Wilmington, N.C.

Handy also witnessed an uploading exercise being conducted jointly by the Army and the Marines from the New River Air Station in Jacksonville, N.C. During the readiness exercise, the Marines loaded 250 containers onto the USS Wright, at the Sunny Point wharf. **m**



Gen. Handy thanks Col. Ronald P. Heiter, 597th Transportation Group Commander, after a press conference at Sunny Point, commending Heiter on how well Sunny Point installation is functioning.

Port security at its finest



Sgt. Anthony Rhoad of the 4249th Port Security Detachment, Pocahontas, Iowa, was among the soldiers from his unit recognized at an awards ceremony held Aug. 9 at the Military Ocean Terminal Sunny Point in Southport, N.C. Col. Ronald P. Heiter, 597th Transportation Group Commander, expressed his gratitude for the unit's "superb" support. Noting their many accomplishments, Heiter complimented the soldiers and presented each with various awards of achievement. The 4249th was the first Army Reserve unit in the nation to be activated after Sept. 11, 2001.

First in a decade:

Command participates in Philippine exercise

For the first time in a decade, a MTMC deployment support team has worked a terminal operation in the Republic of the Philippines.

The occasion was Exercise Balikatan 2002, a combined, joint task force of United States and Philippine military forces.

In the past, ammunition was transported to the exercise by the Air Mobility Command. This year, exercise officials selected MTMC to do the job. The selection came after initial coordination with Xavier Monroy, a transportation planner at the 835th Transportation Battalion, Okinawa, Japan.

"Balikatan presented an opportunity to evaluate and sharpen our port operations capability," said Maj. Vince Thompson, Executive Officer of the 835th.

Balikatan is the 18th in the Team Challenge series of exercises to improve combat readiness and interoperability by cross training in air, land and sea operations. In the host nation language, Balikatan means "shouldering the load together."

Working under the scorching sun and blanket of humidity that covered the port of Subic Bay in April and May, the deployed single port managers loaded and discharged all military sealift cargo for the

Philippine longshoremen discharge military cargo at Subic Bay in support of Exercise Balkiatan 2002.



Spc. James Carter, of the 835th Transportation Battalion, supervises discharge of military cargo in the Philippines.

combined-joint exercise. MTMC's team was led by Lawrence Dowsing and included: Staff Sgt. Allan Cich, Sgt. Aron

By Terri Kojima
Command Affairs Officer
599th Transportation Group

Lawson, Spc. James Carter and Don Larkin.

The team's work included the discharge and documentation of equipment and ammunition from the Star Bird, a Military Sealift Command charter vessel.

The transportation managers sharpened their ocean terminal operations skills in cargo accountability and updating the Worldwide Port System main file server located in Okinawa.

"In lieu of a Worldwide Port System carry away, we sent updates to our battalion's main server by

See "Philippine exercise," pg. 59



MTMC Reservist called up, promoted to ensign



Aaron Economou admires his new Navy ensign's uniform.

from 1988-1992. Most of the duty was on the nuclear submarine USS Pittsburgh. Leaving the Navy, Economou attended the University of Western Illinois, McComb. He graduated in 1995 with a degree in manufacturing engineering technology and enrolled in a master's degree program in industrial engineering.

The degree qualified Economou for direct entry into the Navy as an ensign.

"This has been a long-time goal for me," said Economou. "I'm very happy my family was there to participate in the moment."

Economou now begins a three-year Reserve training program that will qualify him as an engineering duty officer.

In the future, Economou will apply his civilian and military education working in civilian shipyards in support of Navy projects.

What was it like coming back to MTMC after eight months' duty in the Pentagon?

"It was good to be back in my regular routine," said Economou. "My work in the Pentagon was extremely interesting. I was doing things and working with people I never dreamed I would be exposed to."

At MTMC, Economou works as an operations research analyst for the Distribution Analysis Center. He will be analyzing trends for Strategic Distribution Management Initiative shipments, among other projects. **m**

The Military Traffic Management Command has not seen much of Aaron Economou in the past eight months.

Economou, 34, was recalled to active duty in November 2001 in support of the War on Terrorism. He served as a Navy technical analyst at the Pentagon.

When he returned to work July 1, he was walking with a new briskness in the corridors of MTMC Headquarters, in Alexandria, Va.

With his wife, Doris; daughter, Kirsten; and mother, Mary, at his side, Economou pinned on the rank of ensign on June 28.

"In a word, I felt gratitude," said Economou. "Gratitude for my family's support. Gratitude for an officer I met in Panama in 1996 who strongly encouraged me to serve in the Navy as a Naval Engineering Duty Officer Program due to my background."

Economou served six years in the Navy as a submarine propulsion plant operator

Reorganization

Continued from pg. 24

"There are numerous software products that can replace the current government-developed systems," said Smith. "It's about time we start leveraging the capabilities our industry partners have been using all along to provide efficiency to their operations."

"In support of the MTMC Operations Center and the functional community requirements, we are evolving towards a Web-based system environment."

One example of the move to the Web is the outsourcing of Department of Defense railcar management with IntelliTrans, of Atlanta, said Smith. Pending examples include the ongoing implementation of the Surface Transportation Management System and the Tactical Financial Management System.

These initiatives will allow the MTMC

Information Management Directorate to streamline its operation. Staffing of information management will decline by 70 employee spaces—from 273 to 193—through June 30, 2003, said Smith. Through retraining and the coordinated personnel actions, Smith plans to reduce the impact on staff members as much as possible.

"Even with the reduction in staffing, the Information Management Directorate will have acquired a new mission," said Smith.

The directorate will provide centralized information management support to the 597th Transportation Group, Southport, N.C.; and the MTMC Operations Center, Fort Eustis, Va.

"We're making information technology a key enabler for MTMC operations worldwide," said Smith. "We're no longer just a policy maker alone. We're in the direct support business on a global basis." **m**

MTMC transporters work 'round-the-clock missions

When the USNS Fisher berthed at the Molle Vehiculo Terminal, Tarragona, Spain, members of an 839th Transportation Battalion deployment support team were ready—with a winning game plan.

The discharge of equipment of the II Marine Expeditionary Brigade and Navy Seabees some 40 days earlier from the USNS Pililau had been difficult. The Large, Medium-Speed, Roll-on/Roll-off ship brought 1,200 pieces of equipment bound for a NATO joint logistics exercise in Zaragosa, Spain.

By Staff Sgt. Rafael Renteria
839th Transportation Battalion
Photos by Tim Edwards

Then, the work was slowed because of documentation problems within the Worldwide Port System.

While most of the scanning equipment used by the Army and Marine Corps was identical—the software was different. Worse, we found that the cargo documentation during loading had an accuracy rate of 20 percent. We found solutions to the challenges.

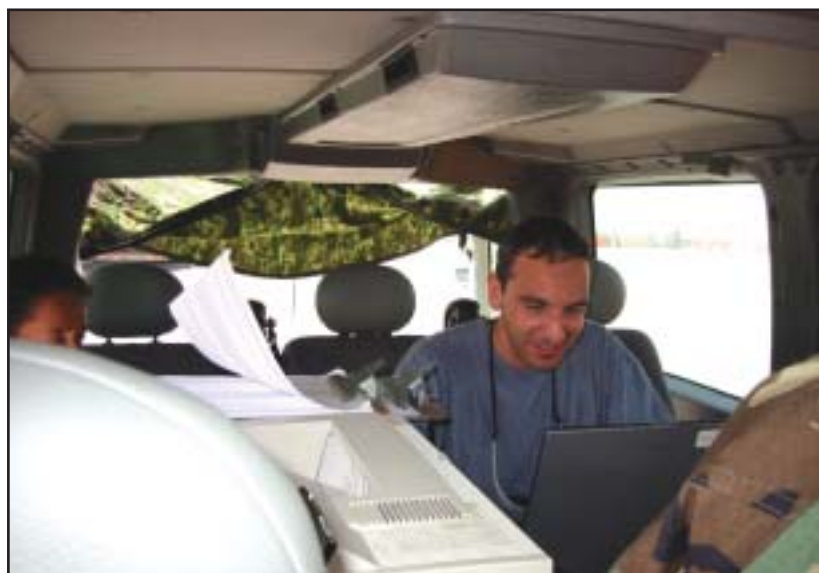
Now, on June 20, we fielded a beefed-up documentation process. We had more people for the 24-hour shift work, and correct package codes, making it easier to identify equipment to be loaded.

Further, we had a rental van with a satellite Internet connectivity capability.

“Only \$39 for a rental vehicle and a mobile satellite system gave the battalion a highly effective mobile port operations center,” said Sgt. Maj. Ronald Jackson. “This mobile center allowed us to place out Worldwide Port System as close as possible to the ramp and no wor-



Equipment is loaded aboard the LMSR Fisher.



Left: While working around-the-clock shifts in Spain, MTMC transporters were housed in Camp Toro Bravo, in Tarragona. Right: Antonio Demarco uploads data into the Worldwide Port System in makeshift mobile operations center.

ries about hard Internet connections. This capability made it much easier to do on-the-spot corrections or modifications of equipment.”

We had an added challenge for the redeployment. Not only were we loading 1,200 pieces of cargo for II Marine Expeditionary Brigade, we also had to load another 600 pieces of equipment from Marine Preposition Fleet vessels, USNS Obregon and USNS Martin, was collocated in the staging area with the LMSR equipment.

Our documentation team was enhanced with marine cargo specialists Sgt. 1st Class Delenor Wilson and Sgt. 1st Class Kelvin Middleton. Antonio Demarco, day shift documentation chief, and Staff Sgt. Rafael Renteria, night shift documentation chief, worked side by side inputting all equipment information into the Worldwide Port System. In the first 48 hours, over 800 pieces of Marine and Navy equipment were loaded. The only pause was the time allocated for changing the shifts of drivers.

“MTMC people were very professional, and were crucial to getting vessel papers for USNS Fisher,” said Lt. Cdr. Thomas McKenna, Commander, Amphibious II.

Monica Simoncini (left) and Blythe Slinkard scan equipment as it is being discharged off the LMSR Pililaau.

“Looking forward to working with them in the future.

“The mission was highly successful, which exceeded expectations, and an exceptional operation by the Navy and Marines.”

After nearly 72 hours of around-the-clock movement of equipment, the Fisher was completed late in the evening of June 22—48 hours ahead of schedule.

Fisher departed Tarragona on June 24.

The missions will be long remembered for our battalion’s newest member, Blythe

Slinkard, a transportation specialist.

Slinkard worked shifts during both missions in Spain. To discharge the Pililaau, she was one of five deployment support team members working 12-hour shifts in unseasonably cold May weather.

“I definitely was not expecting such an exhausting experience,” said Slinkard.

We had worked around the clock discharging the Pililaau.

When the last piece of cargo rolled out, we found we had been working for 43 continuous hours. m



Vietnam-era gun trucks hold special meaning for MTMCer

Whenever Paul Gardiner walks by the U.S. Fort Army Transportation Museum, Fort Eustis, Va., he gives it a special glance.

Among an array of trains, planes and vehicles parked outside the building is a Vietnam-Era gun truck. The “Eve of Destruction,” is the last of some 300 to

By Mike Bellafaire
Command Historian
MTMC Headquarters Alexandria

sides, and two M-60 machine guns mounted on top of the truck cab.

“I never saw a gun truck in action—luckily,” said Gardiner. “I sure knew of their effectiveness. I remember being in the battalion operations center one afternoon and hearing radio messages about a particular ambush at Buon Me Thuot.

“A single gun truck went into action and fired 5,000 rounds in a minute; that ended the ambush. The fire power was overwhelming.”

To carry the heavy armor and heavier weapon systems, the Army soon switched to five-ton trucks, and upgraded the firepower to .50-cal machine guns and mini-cannons, which were capable of firing thousands of rounds per minute. With such an arma-

ment, the crews gave their vehicles such nicknames as “The Untouchable,” “Satisfaction,” “Outlaw,” and “Pandemonium.” Among the missions, the gun trucks escorted Army Transportation Corps convoys of ammunition and supplies from coastal ports, such as Qui Nhon and Cam Ranh Bay, to various inland locations, such as Bong Son, An Khe, Pleiku, Da Lat and Buon Me Thuot.

Probably the most authoritative source for information, pictures, crew lists and historical narrative of the Vietnam-era gun trucks may be found in *The Hard Ride: Vietnam Gun Trucks*, by James Lyles, a former gun truck commander. The book was published this year by Gallant Warrior Press, Planet Art Publishing.

The lore of the gun trucks also lives on in the Army Transportation Association Vietnam and its 500 members.



The legacy of the gun trucks to the Army Transportation should not be lost, says Paul Gardiner.

Information is available at 7090 Summit Wood Drive, Kennesaw, Ga., 30152, and Web site: <http://academic.uofs.edu/faculty/gramborw/ataw>.

Association members include William Parker, who was a vehicle mechanic at Qui Nhon in 1972. In 2000, after a lapse of 28 years, Williams built an exact replica of “The Untouchable,” the gun truck in which he served—which he displays at military-related events.

The reason?

“He doesn’t want the public ever to forget what a gun truck was like,” said Gardiner.

Parker may be contacted at: redcatcher@prodigy.net.

“The gun truck was a true field expedient,” said Gardiner. “It’s an American legacy that should not be forgotten. It stands to be lost if something is not written.”

Gardiner has written such an article. Recently, he was notified the article was selected for publication in *Army Logistician* and the *Defense Transportation Journal* of the National Defense Transportation Association. m



Twenty-eight years after he left Vietnam, former Army mechanic William Parker created an exact version of “The Untouchable.” Photo by Mike Suckow

400 trucks, upgraded with armor and heavy weapons, used to protect convoys during the Vietnam War.

Gardiner remembers the gun trucks well from when he was an Army captain in 1970 and 1971, leading the 24th Transportation Co., Cam Ranh Bay, Vietnam.

“We had several gun trucks in the battalion,” said Gardiner. “We’d request them when we needed them.

“They were a true Army innovation, required to save lives.”

Early American convoys in Vietnam had modest security, although heavy vegetation that ran along most roads in Vietnam invited ambushes. In 1967, ambushes prompted the Army to take action. The first gun trucks, from the 8th Transportation Group at Qui Nhon, were two-and-a-half-ton trucks, with sand bags lining the floor and

MTMC shipment:

Donated oak timbers take on new life in USS Constitution

Many new oak timbers will be installed in the USS Constitution in Boston Harbor as the result of an unusual shipment arranged by the Military Traffic Management Command.

The oak logs were delivered to the U.S. Navy ship free of charge, as the donation of a Jacksonville, Fla., development company.

Built between 1794 and 1797 in Boston, the USS Constitution is by far the oldest ship in the U.S. Navy.

The unusual shipment originated through the construction of a new golf course and housing development at the site of an estate home in Tallahassee, Fla.

As the development began to take shape, Allan MacCurrach, the President of MacCurrach Golf Construction, Inc., found he had to cut about 50 mature oak trees, weighing an estimated 100 tons.

What to do with the trees?

MacCurrach decided that the USS Constitution—"Old Ironsides"—composed of stout oak timbers in Boston Harbor, might have good use for the timbers. During a recent family reunion in Massachusetts, MacCurrach and his family had visited the historic ship. He remembered a tour guide mentioning that a large quantity of the ship's original oak timbers had come from the country's southeastern Colonies.

In a letter to the Navy late last year,

"It's quite a ship, considering its age."

MacCurrach stated: "The use by the Navy Department for which I intend the goods is reconstruction of the USS Constitution."



Oak logs are loaded by a MTMC contractor at a golf course and housing development site near Tallahassee, Fla.

In response, the Naval Historical Center Detachment Boston accepted the trees.

Currently, only an estimated 8 to 15 percent of the vessel's timbers are original wood.

"It's the biggest donation I've seen," said Dick Collier, a center employee for the past eight years.

With its acceptance of the donation, the Navy asked the Defense Contract Management Agency, in Orlando, Fla., to transport the logs. Traffic manager

Larry Pate contacted MTMC.

The Negotiations & Tender Management Division responded immediately.

"There were no rates on file for a carrier to haul logs," said Evert Bono, Chief. "We had to go out and find a carrier who would haul logs."

Bono found out that many of MTMC's regular carriers have trucks that special-

ize in carrying logs. Landstar Ligon, Inc., of Jacksonville, Fla., supplied three logging trucks, and Southwest Express, Inc., of Glendale, Ariz., supplied two logging trucks.

"It was nothing special on our end," said Bono. "Considering the cargo, however, it was a neat move."

Bono has first-hand knowledge of the USS Constitution. He was often in Boston in connection with his former job at the old Interstate Commerce Commission, in Newark, N.J.

Had he ever visited the

USS Constitution?

"Oh sure," said Bono. "It's quite a ship, considering its age."

In late July, the five trucks carried the logs to Boston, where they were unloaded in an area immediately adjacent to the USS Constitution.

"This was a great project," said Pate. "Usually, I deal with contracts. I got to go down and see the trucks loaded."

"This is a part of the heritage of the

See "USS Constitution," pg. 56

Race draws big MTMC participation



MTMC participants in the Komen National Race for the Cure gather June 1 in downtown Washington.

Officially, they are called Team MTM. That is because there can only be three letters on the computer entry form—so there is no room for the Letter “C” of the Military Traffic Management Command.

MTM is the team of the Military Traffic Management Command in the Komen National Race for the Cure. The race seeks to raise funds for research, education, screening and treatment programs for breast cancer.

Last year, MTMC had 60 participants.

This year, on June 1, the MTMC team participation more than doubled, to 139. Team members walked a 5-kilometer (3.1-mile) course in Washington, D.C.

“This year there were 765 registered teams,” said Guadalupe Thompson, team captain and a veteran of the 2001 race. “We were so proud to be one of them.”

While it was cool last year, this year was hot, said Thompson.

“Going up to the Capital we were OK—talking and laughing,” said Thompson. “Coming back, we were slowing down. We walked on the sidewalk to be in the shade.

“We squirted each other with water from our bottles to keep cool.”

Another returning veteran was Paula Mihalek, co-captain.

“Especially compared to the previous year, it was quite hot,” said Mihalek. “The heat certainly tested the mettle of our racers. I am so proud of all of them.”

MTMC’s team was composed of employees, former employees, family and friends. Other participants included members of Personnel Command, who work in the Hoffman II Building where MTMC Headquarters is located in Alexandria, Va.

“Actually, a lot of the people who participated were survivors,” said Mihalek. “They wore pink shirts. It was a blaze of color.”

The survivors march under a parade of balloons and speak to race participants.

In addition, many participants wore tags which memorialized friends and family.

MTMC’s team included Kathleen Newdeck, who inspired the creation of MTMC’s team in last year’s race.

“To be ready for the race, she started six weeks earlier and tried to do a two-mile course a day,” said Thompson. “She outwalked all of us.

“We were all shocked at seeing how well she was walking and making the entire race. She had broken her leg twice the year before.”

Thompson said there were poignant moments in the race organization. When she learned some breast cancer survivors could not participate, she sent out an e-mail asking for volunteers to carry their badges.

“Within a few moments of my e-mail, I had my volunteers,” said Thompson. “It’s great to see that human kindness still exists.”

This year’s team included Col. George Montgomery, Chief, Programs and Policy.

“It was definitely fun, and I look forward to next year’s race!” said Montgomery.

Robyn Hamill, of the Distribution Analysis Center, agreed.

“I really enjoyed participating in the race,” said Hamill. “Our MTMC team made a strong showing—however, I was sore for at least three days afterward.”

The team walk was a success because of a lot of support within the MTMC organization, said Thompson.

She singled out Robert Miller, Lorraine Stovall, Connie McKinley, Chong Swabb, Amy Helberg, Willie Garrett, and Marjory Harrison.

“They were all key helpers,” said Thompson.

As an example, Miller created several signs that identified the team as representing the Military Traffic Management Command. Several of the key helpers walked in the race.

Pledges and contributions from the walk by MTMC employees exceeded \$500. In all, the 765 teams brought in \$350,000 in donations and pledges and \$960,000 in registration fees. **m**

View from Afghanistan:

Anniversary brings recommitment to duty

By Sgt. Don Dees
Public Affairs Cell, 1st Battalion
3rd Special Forces Group

Editor's Note: Don Dees, a member of the MTMC Command Affairs Office, is in Afghanistan as a mobilized member of the Army Reserve. Dees is assigned to the 1st Battalion, 3rd Special Forces Group, which is training Afghanistan's new national army.

In every generation there is a decisive moment, an instant in time against which all other events are measured.

Your parents can tell you exactly where they were when President John F. Kennedy was assassinated. Your grandparents likely can describe in detail what they felt upon learning of victory in Europe and the final days of World War Two.

For those of us who wear the uniforms of the Armed Forces of the United States, our decisive moment is Sept. 11, 2001.

At the one-year anniversary of this decisive moment, we can look back at a number of accomplishments.

The wounds of Sept. 11 are healing. In one year, workers repaired the damage and the devastated Pentagon offices are now reoccupied.

In the country where these terrorists plotted to take the lives of American citizens, Al Qaeda and the Taliban are reduced to scattered pockets of evil. The Afghan people are free from warped religious tyranny. A National Army is forming at the Kabul Military Training Center to provide stability and security to the nascent Afghan government.

However, much remains to be done.

Some in the international community

decry America's continuing presence in Afghanistan, claiming our job is finished and we should go.

Leaving Afghanistan now would be akin to inviting Al Qaeda, the Taliban, or similar organizations to take over. American soldiers are providing security to Afghan President Hamid Karzai in the face of what Secretary of Defense Donald H. Rumsfeld called, "credible threats." The International Security and Assistance Forces are on the job protecting Afghanistan's seat of government in Kabul. We must not abandon the Afghan people until they can provide for their own security.

There are those who accuse the United States of human rights violations in Afghanistan, and claim that our continued presence will result in further loss of life.

A report in the "London Times" July 29 quoted preliminary findings by a United Nations investigating team, claiming the U.S. attacked innocent civilians July 1 and then tried to cover up the mistake.

U.S. forces are investigating the incident at Kakarak and remain committed to preventing civilian casualties. Our forces are highly trained and disciplined. They will react swiftly and with extreme lethality against enemy threats, but will never intentionally attack unarmed women and children.

Some claim that Al Qaeda and the Taliban are finished. But reports continue to pour in of former fighters returning to Afghanistan to take up arms against the foreign presence. Reports surfaced July 30 that a man with more than 1,000 pounds of explosives hidden in his car was headed for a target in Kabul. One account said the man was in a traffic accident and authorities discovered him



June 3: Don Dees enters Reagan National Airport, Washington, D.C., en route to overseas processing at Fort Benning, Ga.

before the plot could be carried out. This would-be bomber illustrates that our work is not finished.

Our Commander-in-Chief addressed a grieving nation just nine days after the terrorist attacks that set the War on Terrorism into motion. President George W. Bush called on each and every citizen to uphold American values and the American way of life. He called on our Armed Forces to wage war on violence against our people.

He inspired us to action, saying, "We will not tire, we will not falter, and we will not fail."

We must remain strong. We must remain steady. We must be committed.

There are, no doubt, to be other fronts

See "Recommitment," pg. 57

Letters to the Editor

Back home ...

Dear Editor:

Thanks for the copies of “Translog.” I’ve shared them (“MTMC Reservist resumes his pre-mobilization Life,” May/June issue) with family, friends, and co-workers. I have also directed a lot of people to the MTMC Web page to read the articles. Had a lot of comments on how well it was written. Several individuals indicated they were printing it off for others in their office to read. It appears to have struck a cord with people.

Thanks for putting it all together. It’s been fun to see the reaction both articles have generated. Again, thanks for your support.

David Smith
Richmond, Va.

Editor’s Note: Col. David Smith served as Chief, MTMC Operations Center, Fort Eustis, Va., until his retirement March 7.

Send Translogs

Dear Editor:

Is it possible for the 39th Logistics Group—as of Aug. 5, 2002 to be the 39th Maintenance Group—to be placed on distribution for two copies of the “Translog”?

How would one go about getting on requirement to receive the periodical? How often is it published? Is it available electronically?

Your assistance is greatly appreciated.

Tech. Sgt. Elbert Agee
Chief, Information Management,
39th Logistics Group
Incirlik Air Base, Turkey

Editor’s Note: We are glad to oblige Tech. Sgt. Elbert Agee. There is no charge for a “Translog” subscription. We are published every two months. Yes, electronic past issues of the “Translog” may be found on the MTMC Web page at www.mtmc.army.mil.

Liberty Ship sailor

Dear Editor:

“Translog” is sure a good magazine. I read it cover to cover. I read every article.

With pride, I looked at the article that featured some of my comments. (“Vintage cargo ship still carries the freight,” May/June issue.) Thanks for the copies you sent me. One copy is now in my church’s archives for the future generation to read.

I would appreciate it if you could send some extra copies of your magazine to: USN Armed Guard WW II Veterans, Charles A. Lloyd, President, 115 Wall Creek Dr., Rolesville, N.C. 27571. I have requested that your author, John Randt, become an honorary member. We publish a magazine known as “The Pointer.” It has had some very interesting stories, as they are from true-life experiences.

Best to all.

Tom Gross
Reading, Pa.

Editor’s Note: Tom Gross is a U.S. Navy veteran of World War II who served as an Armed Guard on numerous Merchant Marine ships.

Heavy, not Medium

Dear Editor:

Our vehicle you shipped to Paris for us (“Paris bound ...” May/June issue) was a Heavy Tactical Vehicle—you referred to it as a Medium Tactical Vehicle.

Thanks,

Charlnita “Charlie” Moore
Equipment Specialist/HEMTT
Tank-Automotive & Armaments Command
Warren, Mich.

Correction

In the Memorial Day article on pg. 37 of the July/August 2002 TRANSLOG, Sgt. Maj. Sara Jennings’ name was incorrectly written as “Jenkins.”

Letters Welcome

TRANSLOG welcomes letters to the Editor for publication. Letters should be submitted to: Editor, TRANSLOG Command Affairs Office; Military Traffic Management Command Headquarters; 200 Stovall St., Room 11N57; Alexandria, VA 22332-5000. Letters may also be sent by fax to (703) 428-3312, or by email to pa@mtmc.army.mil.

Afghanistan report

Dear Editor:

Today (July 23) is the big day. The 1st Battalion of the Afghanistan National Army graduates.

I have 15 media agencies registered, totaling about 50 people. That doesn't include international or local Kabul media that may be attending but haven't responded.

CBS, NBC, CNN have all confirmed. If you should happen to see any of the coverage, could tape it for me and send it?

The task force sent me eight public affairs soldiers for the event. This is going to be pretty big.

Wish me luck.

Sgt. Don Dees
FOB31 Public Affairs Office
Kabul, Afghanistan

Editor's Note: We heard a Public Radio report on the ceremony driving to work recently. We know you are doing a tremendous job as Public Affairs Officer for the 1/3 Special Forces. Don is a public affairs specialist in the Command Affairs Office, MTMC Headquarters, Alexandria, Va., and is currently deployed to Afghanistan.

The legacy

Dear Editor:

Received books and have labeled them to distribute one each to our crews that hold monthly meeting to show and tell. Thanks. Great write-up on the U.S. Navy Armed Guard on the Liberty Ship John Brown (May/June issue).

I'm glad they noted that the Brown was used as a floating high school for students interested in maritime service. They should have put Mike Gillen's name in as the one who saved the ship from being turned into a fisherman's reef.

I could use a few more copies if still available.

Thanks again.

Charles A. Lloyd
Chairman
USN Armed Guard WW II Veterans
Rolesville, N.C.

Editor's Note: We are delighted to hear from you. Another bundle of Translog magazines is in the mail to you. You and your members have a great and heroic story to tell.

Job well done

Dear Editor:

I want to express my appreciation for the great job Don Dees did on the Dahl stories ... especially the piece on Harry Palmer ("Record LMSR load sails from Charleston," May/June issue). It was great to have him down here. Please pass on my gratitude.

Warm Regards,

Lt. Col. Kent Selby
Commander
841 Transportation Battalion
Charleston, S.C.

From Afghanistan, Don responds by e-mail:

Sir:

Thanks for the compliment. It was a pleasure to visit Charleston and cover the 841st.

Translog is the great publication it is because of the units it serves. The support of you and your staff during my visit made the stories possible.

I enjoyed profiling Harry Palmer. It's always a challenge to write about someone who won't grant interviews and doesn't like to be photographed.

Best of luck to and thanks again for the chance to visit.

Sgt. Don Dees
FOB31 Public Affairs Office
Kabul, Afghanistan

Send more Translogs

Dear Editor:

I have received a copy of your May/June 2002 issue of Translog. It came courtesy of Charles Lloyd, national chairman of the U.S. Navy Armed Guard Veterans of WWII, of which I am a member.

He specifically noted the vintage cargo ship piece on page 36. I am a naval/maritime historian of sorts and would find Translog helpful in my endeavors. I would appreciate it very much if you could put me on your distribution list.

Many thanks,
Kenneth Norling
Concord, N.H.

Editor's Note: You will read this letter in the first issue you receive.

Stuttgart, Germany:

New & improved

The cramped quarters of the Stuttgart Vehicle Processing Center have been replaced with a thoroughly modern structure.

Formerly, the old facility was a jumbled office, 16 feet on one side, shared by the center with the provost marshal.

The Stuttgart, Germany, center is one of 39 that processes an average of 75,000 vehicles a year worldwide for Department of Defense service members as part of MTMC's Global Privately Owned Vehicle Contract.

The new Stuttgart office opened on May 7.

The center is the result of a \$50,000 construction upgrade of an existing building funded by the 6th Area Support Group, of Stuttgart. The building houses three TRANSCAR employees, subcontractors of American Auto Logistics, Inc, MTMC's prime contractor. It also provides office space for MTMC contract representative Irek Jesionowski, of the 838th Transportation Battalion, Rhine River Detachment.

Ken Hudson, the TRANSCAR Area Manager, is happy with the new offices.

"Eight years ago, I never dreamed that we would have an area as nice as this," said Hudson. "Before, our facilities were not very customer friendly and were not conducive to conducting efficient business. Now, I feel that our customers will be very impressed because we have a top-notch facility."

The new vehicle processing center has separate areas for vehicle and agriculture inspections. The facility has a waiting room for customers and a playroom for young family members.

Development of the facility followed negotiations between MTMC and the 6th Area Support Group, which under a U.S. European Command agreement is responsible for providing a facility for the center.

"We now have created a high-class,

By Capt. David Key
Commander
Rhine River Detachment

customer-friendly environment that will better serve the 6th Area Support Group," said Uwe Siemers, Director of Logistics, 6th Area Support Group.

The group's Chief of Staff agrees.

"This is a great facility; our area support group customers will be better served, as well as the contractors and major commands we support."

The Stuttgart Vehicle Processing Center is located just off Autobahn A-81,



MTMC's new vehicle processing center in Stuttgart, Germany, features additional working space for TRANSCAR employees and a higher-grade facility for customers.

exit Boeblingen-Ost, at the Panzer Kaserne, Building 2930.

By phone, the center may be reached at 00 800 TRANSCAR. m

USS Constitution

Continued from pg. 51

country," added Pate.

The USS Constitution got its nickname, "Old Ironsides," following a battle with the British ship HMS Guerriere on Aug. 19, 1812.

According to the ship's Web site, an unidentified sailor shouted, "Huzzah, her sides are made of iron!" when British

cannonballs appeared to bounce off the thick wooden sides.

The secret of the ship's strength was her oak construction. The vessel has a 25-inch-thick hull at the waterline.

"It is composed of three layers of oak timbers," said the same Web site, "with live oak (one of the most durable woods in the world) for the frames or the middle layer, and white oak for the planking, which rests on either side of the live oak." m



Destination: The Florida oak timbers are unloaded at pier side next to the USS Constitution in Boston.

Army school

Continued from pg. 38

rience and a major career booster.”

Another attendee looking forward to the course was Chester Damian, of Global Freight Management.

“I’m looking forward to attending the Army Management Staff College program in September of 2002,” said Damian. “Being relatively new to the government, I believe the experience of attending the Army Management Staff College will help me gain a better understanding of the complete picture of the environment I work in.”

With more than 20 prospective students, turnout was good, said Curtis Moore, President, MTMC Army Management Staff College alumni chapter.

“Club members are just trying to pass the message along,” said Moore. “The training and experience of the school has helped us. We’d like to see the good that comes from the school continue to reach deserving students.”

Vivian Washington, a 1997 graduate, agreed with Moore.

“It provided me a better understanding of the total Army,” said Washington. “Another main area of help was in critical thinking. After working the problems and issues in the course, I find I’m better able to focus, prioritize, analyze and complete any variety of projects.”

Additional material on the course is available at ww.amscl.belvoir.army.mil. **m**

Recommitment

Continued from pg. 53

in the War on Terrorism. Our forces will fight to deny safe havens for evil. We will win those fights in due time.

In doing so, we must not forget what President Bush said July 19 to the soldiers of the 10th Mountain Division, at Fort Drum, N.Y.

“This is a decisive moment in the history of freedom,” said Bush. “As your Commander-in-Chief, I leave you this message: Be proud, be strong, and be ready.” **m**

Canadian mission

Continued from pg. 31

again. Rested. Ready for the next flight.”

There was no pause in the operation, said Pelletier.

“About half the soldiers were lucky enough to spend the night,” said Pelletier.

“The other half were treated to a barbecue. Then they were returned to the air terminal for a flight aboard a Canadian-chartered Boeing-747 aircraft for a trip to Guam and a debriefing period.”

Following a few days in Guam, the soldiers were aboard another aircraft—this time, headed home to Canada.

The redeployment was assisted by the 730 Expeditionary Air Mobility Squadron, a Reserve unit from Travis Air Force Base, Calif., said Lt. Col. Denis Boivin, Commander, of the Canadian staging operation.

“The transition of the Canadian soldiers was a great success,” said Boivin.

“We were successful because of the hard work of our folks and that of the Americans and other people supporting

us.”

After the soldiers departed for Guam, the mission's emphasis shifted to moving their equipment, Bowin said. Equipment must be inventoried, cleaned and repaired.

“Once this has been accomplished, the equipment will be stuffed into containers, and the vehicles will be prepared for shipment by sea,” said Burbidge.

American service members were impressed with the mission.

“It was a great pleasure to work with the Canadians on this mission,” said Lt. Col. Sandra Yope, a Reservist with the air mobility squadron.

Her colleague, Lt. Col. Jeff Leknes, agreed.

“It was an eye-opener,” said Leknes, “the Canadians really know their stuff when it comes to deploying ... they’re real pros!”

And Pelletier?

The veteran MTMC operations officer is getting ready for a new adventure.

Now home in Maryland, he is transitioning his life in order to be ready for his next posting—with the plans and operations staff of MTMC’s 598th Transportation Group, Rotterdam, the Netherlands. **m**



Surface cargo belonging to the Canadian military awaits redeployment.

Moving forward

Continued from pg. 17

Of additional assistance to the customer will be moving information and counseling available on the Web via any personal computer.

Features for the Military Services:

The military services will find, while they are paying additional direct costs, the revamped personal property moving program will provide a greater return on investment.

Ultimately, the program will speed the readiness of newly arrived personnel. The nation's service members will not be distracted from their duties due to protracted moving details.

A more professional move, with less loss or damage, will be a significant quality-of-life booster for service member families.

There will be a greater information flow—much of it Web based—to service member families, which will empower them during the moving process. Many factors in the new program, such as more door-to-door moves, which reduce temporary storage costs and damage claims, will be a hedge on the program's higher direct costs.

In the new program, the Department of

Defense will find itself with a greater management perspective. New program automation will come from commercial off-the-shelf software. The enhanced software will provide complete oversight on the performance of personal property moves.

The win-win basis of the plan includes positive attributes for industry: transportation providers of personal property moves will find that the new program, while demanding higher qualitative performance, provides industry partners with greater operational flexibility.

The process of a military move will be modernized with a reduction in government unique forms and processes.

Best value awards, which have long been a hallmark in the rest of MTMC's transportation awards, will expand to personal property.

Now the lowest price is not necessarily the determining factor in a transportation award.

Another feature borrowed from regular MTMC freight movements will be the required use of PowerTrack automated payment software.

For a small fee, transportation providers will receive the payments for their moves in a span of a few days. **m**

NCO of the Year

Continued from pg. 25

Transportation Battalion, Fort Story, Va. Command Sgt. Maj. James Morgan praised Koskey's selection.

"Sergeant Koskey is a true asset to the organization and is one of the pillars I can rely on," said Morgan. "Becoming the MTMC NCO of the year is a well-deserved recognition for this soldier."

Koskey's selection drew the praise of his chain of command.

"The entire 838th team is extremely proud of Sergeant Koskey and we wish him all of the best as he prepares to compete at the regional level," said Lt. Col. Sharon Baker., Commander of the 838th.

The commander of the 598th Transportation Group echoed the praise.

"This is a great achievement by Sergeant Koskey, not only for himself, but for all of the 598th Transportation Group," said Col. Victoria Leignadier. "This fine soldier will do an outstanding job representing MTMC on the regional board and then hopefully onto the Army board later this month."

Koskey and his wife, Magda, have two daughters, Paola and Estefany. **m**

Multi-modal conference offers training opportunities

The seamless, end-to-end movement of freight from fort and depot to the warfighter will be the theme of a MTMC co-sponsored conference in Hawaii.

The U.S. Army's 599th Transportation Group and the U.S. Pacific Command are jointly sponsoring their ninth annual Multi-Modal Traffic Management Training Workshop in Honolulu at the Renaissance Ilikai Waikiki Hotel, Dec. 17-19.

"The workshop gives military and commercial managers and senior logisticians the chance to learn about the latest in transportation technology and processes that guarantee efficient and timely end-to-end services," said Col. Peter J. Gitto, Commander, 599th Transportation Group.

The theme of this year's conference is "Global Connection End-to-End—Taking Care of the Warfighter."

Transportation managers involved in cargo operations, personal property traffic management, and passenger travel will have the opportunity to increase their knowledge and skills.

The conference will include briefings, demonstrations, and hands-on training related to Defense Transportation System multi-modal and traffic management issues.

"The workshop will also allow for face-to-face meetings among all participants, with the possibility of the immediate resolution of some common multi-service transportation challenges," said Gitto.

For more information, visit the conference Web site at <http://mtpc-www.army.mil/conf-exes/confframes.htm>, or contact Marty Leehane, (808) 656-5920, at the 599th Transportation Group. **m**

Philippine exercise

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Iridium phone every six hours throughout the loading operations,” said Dowsing.

With this information, the 835th's Cargo Management Division produced cargo manifests that were then sent by facsimile to the deployed team.

Taking advantage of every training opportunity, team members developed the final stow plan using the Integrated Computerized Deployment System.

“Becoming familiar with the lay of the land at Subic Bay port and working together with the people of the host nation is important to prepare our team for any real world contingencies in the Philippines,” said Richard Wilson, Assistant Chief of Staff for Operations, 599th Transportation Group, Wheeler Army Air Field, Hawaii.

“Balikatan tested the transportation group's abilities at command and control, single port management, communication capabilities and overall mission capabilities to conduct world-class port operations at a non-Department of Defense port.”

The Pacific Command initiative to enhance theater security cooperation is touted by Col. Peter Gitto, Commander, 599th.

“The ability of our deployed team to support these exercises directly supports the Pacific Command's initiatives to enhance cooperation among the armed forces of the Asia-Pacific region,” said Gitto. **m**

New concept

Continued from pg. 17

and synchronizes another organization's freight shipments. The firm uses the transportation assets of other commercial transportation firms.

MTMC is currently operating a Third-Party Logistics pilot. A contractor, Eagle Global Logistics, of Houston, is managing shipments from Defense Logistics Agency depots in Georgia, Alabama and Florida.

“It's outsourcing to a new level,” said Commiskey. “It combines the best capabilities and technologies from logistics companies and other service organizations to deliver value through the total supply chain.”

A number of elements are used to enhance the supply chain productivity, said Commiskey. They include standardization, communications, and teamwork.

“With a common process you use around the world, you should improve efficiency and speed,” said Commiskey.

Vector's work is “focused on total supply chain business solutions,” he said.

“We identify gaps (in seamless transportation),” said Commiskey. “We leverage lessons learned.”

More synchronized operations have produced speed, reliability and fluid operations, said Commiskey.

“We've save [General Motors] a ton of money,” said Commiskey.

To receive reimbursement for their services, Vector SCM uses a unique

method of “gain share.” In this system, the customer compensates Vector for a predetermined portion of the transportation and storage savings achieved. The remaining savings go to the customer.

“I think this is the most exciting thing I've seen in a while,” said Maj. Gen. Kenneth L. Privratsky, Commander, MTMC. “You've got something here.”

Frank Galluzzo, Director, Distribution Analysis Center, agreed.

“MTMC needs something like this,” said Galluzzo. “We should do the same thing in our ocean contracts.” **m**



Defense Logistics Agency's Vince Trinkka meets with Fourth-Party Logistics supply chain specialists. Pictured are: Michael Nadoliski (left) James Commiskey, Frank Galluzzo and Trinkka.

Sept. 11

Continued from pg. 11

poignant for information management specialist Paula Mihalek, as well.

“The ceremony brought back all the feelings of shock, disbelief, sadness and fear that I felt last year as my class at the Ronald Reagan building was interrupted by the announcement of the attack on the World Trade Center,” said Mihalek.

“For the past year, we've tried to recover and remove the fear from our lives, and slowly we move forward, always remembering that it happened and it happened to

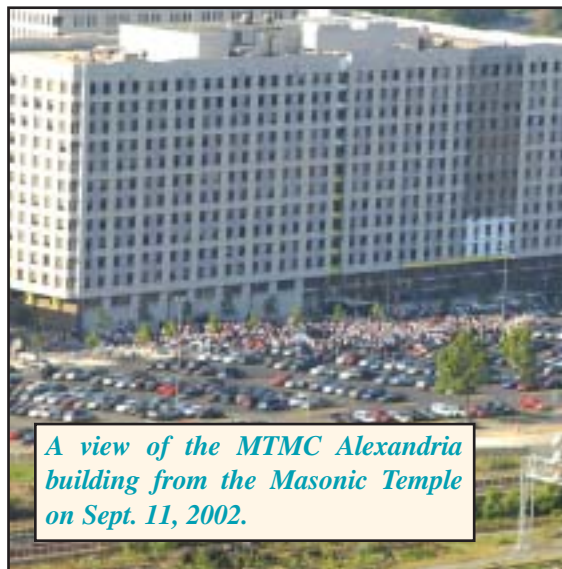
so many, so close.”

The ceremony was a “wonderful tribute,” she said.

Representing MTMC enlisted soldiers around the world was Command Sgt. Maj. James Morgan. The Sept. 11 one-year anniversary had big meaning for Morgan, who said the Pentagon attack killed a number of friends.

“It all shows how fragile life is,” said Morgan. “You have to embrace life.”

The flag flown at the ceremony will be put in a special display case at Personnel Command in recognition of those killed or injured in the attacks. **m**



A view of the MTMC Alexandria building from the Masonic Temple on Sept. 11, 2002.

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